



## Regional and Local Plans

### Minnesota's Workforce Development System under WIOA

Program Years 2018 & 2019

Submitted by:

RWDA:

Region #4

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LWDA:

WDA #15

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**Department of Employment and Economic Development**

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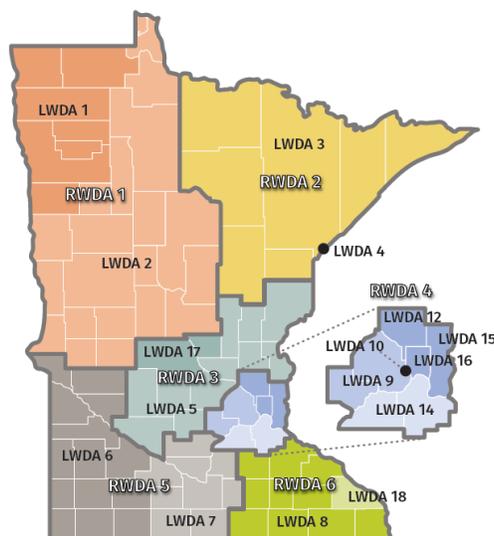
## INTRODUCTION

The purposes of the WIOA are the following:

- (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training and support services they need to succeed in the labor market.
- (2) To support the alignment of workforce investment, education and economic development systems in support of a comprehensive, accessible and high-quality workforce development system in the United States.
- (3) To improve the quality and labor market relevance of workforce investment, education and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers the employers need to succeed in a global economy.
- (4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers and employers.
- (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions and states and the global competitiveness of the United States.
- (6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase attainment of recognized post-secondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers and enhance the productivity and competitiveness of the Nation.

### Workforce Development Areas

Minnesota has designated six Regional Workforce Development Areas (RWDA) in the state that represent a combination of Local Areas, as defined in WIOA, and Economic Development Regions, as defined in other federal law. These Workforce Development Areas have been approved and adopted by the Governor and the chief local elected officials of the Local Areas.



Each Regional Workforce Development Area is responsible for submitting a Regional Plan, inclusive of the Local Plans of the Local Workforce Development Areas. The Regional and Local Plans will align with the strategic vision set by the Governor, address the regional needs of the workforce and business communities and comply with the planning requirements as determined by the State of Minnesota's Department of Employment and Economic Development and the U.S. Department of Labor and applicable federal and state statutes.

## **Minnesota's Vision for the Workforce Development System**

### **Vision Statement:**

*A healthy economy, where all Minnesotans have or are on a path to meaningful employment and a family sustaining wage, and all employers are able to fill jobs in demand.*

This vision statement was developed through Minnesota's participation in the National Governor's Association's Policy Academy on Career Pathway Models. Minnesota's effort engaged seven state agencies and has influenced workforce development thinking at the system level. It is fitting to continue to move forward with pursuing the implementation of WIOA under this inclusive effort.

### **Mission:**

The creation of a Career Pathway System that aligns local, state and federal resources, policies and services to meet the workforce needs of business and industry and improves access to employment, education and training services for Minnesota's current and future workforce.

### **Rationale:**

The economic conditions of the 21<sup>st</sup> century require a more responsive approach to meeting the needs of business and industry and the growing diversity of the workforce population. As economies become more global, competition will continue to increase and pressures on the inputs of production, specifically the timing, availability and skill base of the workforce. Rediscovering the value proposition of the Workforce Development System is critical to responding to the 21<sup>st</sup> century economy.

A Career Pathway System approach will position the needs of a skilled workforce at the center of the system, recognizing the important role of a "dual customer" approach – businesses and workers. Businesses will lead sector strategies that address the most critical growth needs in occupations that support family sustaining wages. The diverse needs of workers will impact the design and delivery of employment and training programs and services to fulfill these employment needs and their career goals.

## SECTION A: REGIONAL PLAN

### REGIONAL LEADERSHIP APPROACH

*The regional leadership approach describes how the local area boards within each regional workforce development area will define and coordinate the strategic priorities established by the Governor under WIOA.*

To be completed when Regional Plan is made available.

## SECTION B: LOCAL PLAN

**Strategic Operations:** *The core elements of strategic operations focuses on operating policies and procedures related to the one-stop system and physical locations of service delivery.*

1. Describe how local area boards will work with each other, core title providers and available data to designate at least one WorkForce Center per local workforce development area and make recommendations on recognizing affiliate and standalone partner sites.

The Greater Metropolitan Workforce Council (GMWC) is the Workforce Development Board of the Twin Cities. The GMWC coordinated the development of the regional plan provided in Section A.

A consortium of three partner organizations was selected as the One Stop Operator (OSO) through a competitive RFP process in June, 2017. In early 2018, the Ramsey County WIB was notified of the need to terminate the Memorandum of Understanding (MOU) with the existing OSO consortium and reissue a new RFP, which includes an estimated value of in-kind services. The new MOU is expected to be in place on May 1, 2018.

The Workforce Innovation Board of Ramsey County (WIB) also known as the Workforce Development Board sets the strategic direction of workforce development initiatives under the workforce development legislation passed into law in 2014 known as the Workforce Innovation and Opportunity Act (WIOA). Workforce Solutions (WFS) is the administrative entity which manages the public workforce system and Title I programs in Ramsey County. Additionally, Title II, III and IV are equal partners in the workforce development area.

The WIB has active members representing all core title providers under WIOA, required partners and key stakeholders from business, education and community based organizations that represent diverse perspectives and knowledge of economic and labor market trends along with pertinent insight into the business needs from both the local and regional levels.

Core Title Providers and required partners include:

- Ramsey County Workforce Solutions (WFS) the employment and training

services provider for WIOA Adult and Dislocated Workers (DW), State DW, WIOA Youth and State Youth Services

- Wagner-Peyser - State of Minnesota Department of Employment and Economic Development (DEED) includes Jobs Service, Unemployment Insurance (UI) and Re-Employment Assistance (REA)
- Veteran Services
- Adult Basic Education (ABE)
- Vocational Rehabilitation Services (VRS)
- Post-Secondary Education Programs
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Minnesota Family Investment Program (MFIP) along with the Diversionary Work Program (DWP) and Extension Services.

The Workforce Development Area (WDA), known as WDA #15, is comprised of nineteen cities including the capital city of St. Paul.

WDA #15 had for many years been the home of two comprehensive WorkForce Centers. In 2016-17 the WIB and DEED explored the consolidation of the two centers into a hub and spoke (federated) model. Through this exploration, it was determined that sites in both the urban and suburban areas of the WDA were the best option with one site located in the City of St Paul designated as the comprehensive WorkForce Center, one designated as an Affiliate WorkForce Center located in the suburban city of North Saint Paul and a Specialized Center located in downtown St Paul within the Ramsey County Government Center East. The federated model has one main WorkForce Center at the center of the model with Colleges, Libraries, CBO'S and the Affiliate Site and Specialized Service Center interacting and supporting it. The St Paul Workforce Center is leased and operated by Department of Employment and Economic Development (DEED). The North St Paul Affiliate location is leased and operated by Ramsey County Workforce Solutions. The specialized center is incorporated into the Ramsey County space occupied by Ramsey County Workforce Solutions TANF Employment Services and provides job search services for programs under MFIP, SNAP, WIOA and competitive grant funded project participants. Expansion of the hub and spoke model will continue in this program year as TANF and WIOA staff will office part time at St Paul College, Metropolitan State University and Century College.

The Comprehensive WorkForce Center in St Paul meets all the required criteria by providing onsite access to:

- WIOA Title 1 Adult and Dislocated Worker programs
- State Dislocated Worker
- Wagner-Peyser
- Vocational Rehabilitation Services.
- Veterans Services

The North St Paul Affiliate provides onsite access to:

- Ramsey County Workforce Solutions (WFS) the employment and training services provider for WIOA Adult and Dislocated Workers (DW), State DW, WIOA Youth and State Youth Services
- Wagner-Peyser- State of Minnesota Department of Employment and Economic Development (DEED) includes Job Service, Unemployment Insurance (UI) and Re-Employment Assistance (REA)
- Veteran Services

- Adult Basic Education (ABE)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Minnesota Family Investment Program (MFIP) along with the Diversionary Work Program (DWP) and Extension Services.

The Ramsey County WIB is interested in providing accessible employment services to reach residents with an array of employment and training services such as displaced, disengaged, unemployed and underemployed workers as well as employers seeking workers and/or sector partnerships to upskill their current workforce. Co-location and collaboration with core and non-core partners provides research, planning and resources that helps to ensure a wide variety of employment and training services are available to meet these needs. Demographic targets are served well with multiple locations as does our referral network to numerous workforce development partners across the WDA.

As a leader in regional and local Racial Equity work, our local workforce development area will work with other boards and programs to continually address the reasons for the racial disparities; not merely cite the effects, but to use more systematic evaluation to determine causes. We engage key partners in initiatives to foster innovation, opportunity and support for all workers through connections such as:

- Everybody In – a super connector for equity-producing change in the region covering the 7 County metro area – providing a collaborative space for key stakeholders to come together and connect efforts to increase equitable and sustainable living wage employment.
- Network for the Development of Children of African Descent (NdCAD) – a partner in design and delivery of culturally specific models that support and assist families for better outcomes related to stability, healing, education and employment.
- Minnesota Equity Innovation Fund - a project to review case management practices with a racial equity lens.

These partnerships help expand our reach into the community and deliver evidence-based service delivery. The outcomes are shared with the local board while other boards share their experiences. Our area workforce development group monitors trends while creating results-driven service delivery models based on our local resources and lessons learned from other city, county, state and federal level initiatives on racial equity and the elimination of racial employment disparities.

Ramsey County has received approval from DEED to maintain its designation as “Local Workforce Development Area 15” formally referred to as the “Workforce Service Area 15”. Also, pursuant to section 107 of WIOA, Local 15 has also been designated to be included in the “Regional Workforce Development Area 4” as a regional planning area. The Regional Board Governance Structure includes WDA Directors and Local Elected Officials from each of 6 Metro Boards. These members have full authority that embraces business leadership and includes other regional partners working together utilizing the principles of collective impact. Expanded membership of this board includes representation from Minnesota State Colleges and Universities (MNSCU), GreaterMSP, ABE, VRS and agencies promoting employment of diverse populations.

2. Describe the strategies to ensure proper connectivity and coordination among the **physical sites** within the local workforce development area.

The physical sites for employment and training services are coordinated by staff from the core title partners with the following strategies in place to ensure access and connectivity which includes but is not limited to:

- Adult Basic Education (ABE) as a Title II provider has a seat on the WIB, is onsite in the North St Paul Affiliate and the St Paul Specialized site and is available by referral at the St Paul WorkForce Center to provide seamless services to all clients at all locations
- WIOA Staff are onsite to assist with providing employment and training services information to the walk-in customer
- WIOA Staff provide referrals to post-secondary educational options to advance clients' technical and educational skills needed by employers
- Veterans Services are available and priority of service is posted in each lobby
- Employer engagement is a collaborative effort between the two sites who together coordinate recruitment and interviews/screening events
- Vocational Rehabilitation Service (VRS) staff are available to assist eligible individuals with significant disabilities to obtain, maintain, and advance in employment.

Presently, the centers are operational and open to the universal customer as well as program participants during the week – Monday through Friday from 8 a.m. - 4:30 p.m. The WFC offers self-service, 1:1 assistance, and group classes or workshops for area job seekers. The resource rooms have computers, printers, phones, fax machines, and private rooms for consultations with clients or when special circumstances arrive.

Expansion of the hub and spoke (Federated) model will continue in this program year as TANF and WIOA staff will office part time onsite at St Paul College and Century Colleges and Metropolitan State University. Our team will ensure timely coordination and information dissemination among job seekers and employers alike at these additional sites.

Historically, a Memorandum of Understanding (MOU) has been used with all partners. New MOU's will be finalized by July 2018 for all core and community collaborators.

3. Describe the strategies to ensure proper connectivity and coordination among the **service providers** within the local workforce development area.

Strong collaborative relationships within our network of core and community service providers such as community-based organizations, educational institutions, and the business community actively assist in reviewing appropriate research, labor market and program data related to workforce development evidence-based service delivery models to meet the needs of job seekers and businesses.

Collectively, the core partners will seek new strategies to align employer outreach, engagement, and placement activities to reduce racial employment disparities and financial poverty rates in WDA #15. Currently, the core tile providers use many strategies to engage, connect and coordinate services throughout our provider network, for example:

1. On-going planning meetings with all core title providers
2. On-site monitoring of programs
3. Monthly fiscal reviews and annual fiscal monitoring
4. Technical support on Workforce One for data management

#### 5. Intentional outreach and resource mapping

All title partners follow the state recommended method for monitoring of service providers. The staff conduct the monitoring of files and fiscal reports for compliance. In addition, we work on strengthening the partner relationships and collective impact of our services through coaching, technical assistance, and continuous improvement recommendations.

Title III Wagner-Peyser program staff are onsite at both the Comprehensive and Affiliate WorkForce Center locations and assist with Reemployment Eligibility Assessment (REA) sessions for unemployment insurance (UI) recipients. Because of the onsite REA sessions, direct referrals to the WFC's job search workshops and WIOA dislocated worker, adult and youth programs are made, as well as immediate registration on MinnesotaWorks.net (the WorkForce Center system's online job bank for career exploration and job search), via access to the computers in the resource rooms.

VRS meets monthly with East Metro community-based partners to develop further connections and collaboration with each other as well as with area businesses to enhance employment opportunities for people with disabilities. The VRS team brings the updates to core title providers through emails and meeting updates.

4. Describe other strategies that will be used to maximize services and access to services, such as non-traditional hours or using partner facilities.

The WFC houses a consortium of partners with traditional hours of operation between 8 a.m. - 4:30 p.m. The needs of our customers are critical and time sensitive. Therefore, strategies such as web-based updates, social media connections and community collaborations are used to maximize our current service model.

For access to service information, visitors to the WorkForce Center's web page find detailed information, applications, and contact information. In addition, visitors to the WorkForce Center's Facebook page can find current events and announcements happening in our service area. Every week, WFS staff send out emails to connect and communicate with job seekers about employer events that are offered in the evenings and on week-ends through our Job Connect site.

To ensure basic services are accessible outside of our location hours, the WIB has encouraged collaborative arrangements with local service providers, community-based organizations and educational partners that builds a continuum of information, access and service connections. For example, Adult Basic Education is onsite providing academic assessments, GED classes, and computer skills development. This onsite collaboration results in better coordination of service and referrals between programs and at various times and locations in the community.

The Ramsey County libraries also provide job search assistance, computer use and internet and/or free Wi-Fi access to assist job seekers during evening and week-end hours. Utilizing these partners provides a broader reach of workforce development services within the community and assists with eliminating barriers to accessing services housed solely at the WFC locations.

Additionally, VRS staff work with transition-aged students, partner with and provide services within all the high schools and transition programs throughout Ramsey County. Transition staff are available to attend information sessions in the evening in

the effort to connect with parents regarding services that may be available for the students. All VRS staff travel to community-based partner sites to meet with partner staff and customers in the effort to maximize access to services.

5. Describe the strategic approaches to ensure all elements of Career Services are available at service locations or online, including services for youth and individuals with barriers to employment or service access.

Career Services, as defined by the Workforce Innovation and Opportunity Act (WIOA), includes: basic, individualized and follow-up services. Basic career services are available to walk-in customers, unemployment insurance customers, youth, and veterans. If applicable, basic career service consumers, who may be program eligible, are referred to bi-monthly information, orientation and assessment session for specific programs such as the WIOA Adult program and/or State Dislocated Worker program. Job Service is working intensively to improve Career Services

Once basic eligibility is established and the participant is enrolled, individualized career services begin. Individualized career services include academic assessments, career pathway planning, and short-term training options along with support service assessments to overcome employment challenges or barriers to employment retention. Individualized services continue while the participant is making progress on their education and/or employment goals.

Follow up services are offered for participants who are placed in unsubsidized employment for up to 12 months after the first day of employment.

For online service, WIOA and MFIP programs recommend the site: [Mynextmove.org](http://Mynextmove.org) as a primary career exploration tool for program participants.

For WIOA Youth, Employment Guidance Counselors provide case management when and where it is most convenient for the participant if a barrier such as transportation exists. Counselors often meet at off-site locations such as a mall, a fast food restaurant or another community building as a service strategy. Sometimes it is necessary to meet their immediate needs such as to provide a bus card for transportation to an interview or training activity or to review a job application at the place they are applying. Many youth do not have their own transportation and many suburban youth do not have access to public transit making the challenge to access our service teams and resources yet another challenge. Therefore, we strive to be present in the community and meet youth at convenient places and times.

6. Describe strategies that will be used to leverage technology for services and ensure compliance with accessibility standards.

Partners regularly update their websites to provide current information regarding programs and services and the ability to request information on employment services for both youth and adults. At any time, consumers can connect to the websites, social media sites or gain access to job search information through the Ramsey County Community Library system which has evening and weekend hours available.

Title I partners have invested in technology solutions and continue to offer both the Job Connect and Construction Hiring Connection online information services. Both these

websites were completely overhauled in 2017 with a fresh, user friendly design.

Currently, we use text messaging to inform Youth of upcoming events, deadlines for activities and time reporting for work experiences. Our goal is to reach participants through communication channels that they use on a regular basis.

Title III partners have invested in technological solutions to provide broad and accessible tools for walk-in and program customers alike. Unemployment Insurance has guides and instructional videos about their program as well many links to career exploration and job search tools.

The County and State websites meet all ADA standards for accessibility. In conjunction with the strategies and analysis outlined above, recommendations for new or enhanced technology will be made to ensure that metro job seekers and employers have access to tools they need to enjoy successful labor exchange functions.

As mentioned above, the Ramsey County libraries also provide job search assistance, computer use and internet and/or free Wi-Fi access to assist job seekers during evening and week-end hours. By utilizing these partners, the services provided allow for a broader reach for workforce development services within the community and it assists with eliminating barriers to accessing services housed in the WFC's alone.

7. Describe how supportive services, such as transportation and other needs, will be coordinated to better serve individuals with specific barriers to training, education and employment.

Core title partners have policies in place to ensure customer support service needs will be assessed, monitored and funds appropriated for services. Support services are used for customer stabilization and continued participant progress on goals focused on education, employment and/or job search.

WIOA programs have a support service policy and financial needs assessment in place to determine how the support service dollars can best serve the needs of the program participant. Additionally, VRS can provide funding for support services, such as transportation, to eligible individuals so that they are able to participate in their identified vocational rehabilitation services.

If academic readiness is a barrier to furthering educational goals or employment, participants are referred to Adult Basic Education. ABE sites can be found in multiple neighborhoods. With the majority located in the city center as well as in the outlying suburbs. There are 18 different ABE sites available within Saint Paul and Ramsey County. ABE is also a critical step on career pathway progression with many services aligned to sector partnerships in healthcare, information technology and business services (such as retail operations, finance and hospitality).

8. Describe how local area boards will ensure state policies on infrastructure funding requirements are adhered to and the process for addressing any discrepancies or disagreements.

The WIB will work with its core partners to coordinate infrastructure funding by following the WIOA Infrastructure Funding Agreement (IFA) which provides guidance for addressing discrepancies or disagreements. Currently, the WIB is following the Cost Allocation Plan developed by DEED and uses the policy last updated in 2017. All

partners will sign Memoranda of Understanding.

9. Describe how local area boards, who contract out for provider services, will ensure that providers fully participate in infrastructure funding requirements and the alignment of service delivery within the local workforce development area.

The WIB, through the services of the One Stop Operator, will inform and train contracted providers on the infrastructure funding requirements and protocol dictated by the Infrastructure Funding Agreement (IFA). Service alignment issues will be addressed in our contracting process and in regular communications with partners during implementation. The WIB will rely on existing (or modified) agreements and internal audit processes to address any serious compliance issues regarding infrastructure funding requirements.

10. Describe how the Memorandum of Understanding will be developed and used to ensure commitment of resources from service providers and required partners.

The WIB will develop an MOU with core title providers and required partners (likely drawing on a template to be developed by the GMWC). Partners will then engage in negotiation regarding commitments of resources and cost allocations. Key areas of the MOU may contain the following items:

- Scope and type of services
- Costs related to such services, if applicable
- Methods of referrals
- Methods to ensure needs are identified, services are available and outcomes are possible for participants with barriers to education and/or employment
- Duration of MOU

The MOU covers a set of broad commitments to ensure clear understanding and provides an opportunity, when applicable, for the County to contract for needed services that support the Local Plan, local programs and innovative opportunities that arise for our shared clients.

11. A. Describe the local area board's strategic vision and how it aligns with the designated state priorities under WIOA.

The WIB's strategic plan reflects the changes from WIA to WIOA legislation and incorporates the Ramsey County strategic plan. The plan reflects the Board's vision and aligns with Ramsey County's overall mission, vision and strategic plan which focuses on economic growth and community engagement (with residents at the center of all we do).

Vision of the WIB: The Workforce Innovation Board of Ramsey County will be the recognized leader in identifying future workforce issues and developing appropriate responses to those issues.

Mission of the WIB: The Workforce Innovation Board of Ramsey County will be the catalyst for comprehensive workforce development strategies that address both employer and job seeker needs. The WIB will work with core partners to align with identified state priorities under WIOA.

- B. Describe the local area board's goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

The strategic agenda set by the WIB, includes core themes related to collaborative work of the core partners. Some examples are:

- Collaboration across and between core partners in WIOA
- Career Pathways – in demand and high wage opportunities
- Full Family and Two Generation Focus
- Racial Equity
- Prosperity
- Full employment
- Credential attainment

The WIB is invested in preparing residents through education and employment opportunities to build a skilled workforce. The Executive committee is responsible for reviewing the financial statements, setting the budget, and reviewing decisions. The WIB also has four subcommittees to address a skilled workforce and potential challenges or barriers to full employment.

The Business Services Committee ensures that workforce is positioned to serve the needs of business with qualified candidates, particularly small and mid-sized businesses.

The Policy Committee assures the policy objectives for the Workforce Service Area and the Workforce Innovation Board committees are before policy makers.

The Youth Committee provides recommendations relative to policy direction and program oversight for implementation of WIOA and other funded youth activities, develops, implements and monitors both the Unified Local Youth Plan and the a long-range plan for the Youth Committee.

The Integration Committee has been engaged in addressing barriers to employment and has drafted the following strategic objective: Develop and utilize integrated approaches to address workforce supply and demand gaps. With the Primary Function: To assure that education, economic development, workforce, and business are working in sync, such that the labor market exchange thrives and employment inequities among low income persons of color, Native Americans, and persons with disabilities are addressed.

- C. Describe how these goals relate to the performance accountability measures based on the primary indicators in order to support regional economic growth and economic self-sufficiency.

The WIB, in partnership with GMWC, will use the GreaterMSP Regional Dashboard indicators to assess progress toward regional economic growth and economic self-sufficiency. The metro WIBs will target two specific indicators to impact over a multi-year period:

1. Talent availability – particularly the number of individuals who receive credentials that contribute to associates degree awards in the region.
2. Employment disparity - particularly engaging in strategies to reduce employment

disparities for people of color and Native Americans in our community.

Ramsey County has established the following goals of Well-Being, Prosperity, Opportunity and Accountability that will frame the strategic vision of core partners and core program alignment to best serve the residents of Ramsey County. In this model, “residents” refers to individuals and families, businesses and employers, workforce development partners and community-based organizations located within the County.

The WIB (utilizing the County goals as guiding cornerstones) will align resources, leverage opportunities and create efficiencies in the service models between core partners and with regional economic and workforce development partners. This is designed to create a collective momentum that maximizes local talent pools and labor exchange systems that support self-determination, self-sufficiency and solid career pathway options for residents.

The WIB will follow regulations for federal and state program-defined performance. Teams will review and implement strategies to support alignment of services and successful outcomes for all in the areas of:

- Employment
- Employment retention
- Earnings
- Skills gain
- Credential attainment
- Employer engagement

- D. Describe the strategy to work with the entities that carry out the core programs to align resources available to the local workforce development area, to achieve the strategic vision and goals of the local area board.

The Local Board has identified a need to utilize a small team of planners to assist with the complexity of WIOA Implementation and to build integrated service strategies between core partners. The position of Planning and Evaluation Analyst has been successfully used in the Minnesota Family Investment Programs and will focus on the integration of services across the workforce development area. The charge of this new position will be to identify cross-program flow of services, a single entry-point assessment which will identify co-enrollment opportunities, a continuum of services, and common outcome measures.

There is a need to align common services and resources under WIOA. Many ideas have been identified such as:

- Inform and integrate racial equity initiatives
- Identify a common assessment to evaluate the viability of dual enrollment
- Develop new strategies to connect and share assessment results related to sector-based opportunities
- Identify a referral process that aligns with WIOA performance measures
- Share best practices for co-case management and braided funding projects
- Monitor progress and collect success stories from cross program collaboration
- Collectively seek grant funds to expand our reach and to develop new initiatives.

One example of cross program collaboration has resulted in WFS and partners enrolling

WIOA Youth and Adults in the Pathways Re-entry Program which was originally designed and delivered for TANF/ MFIP participants.

Workforce Solutions TANF/MFIP and WIOA programs are partnering with Ramsey County Community Corrections by providing a team of counselors who go to the Ramsey County Correctional Facility and Boys Totem Town to give presentations, discuss WFC resources and offer modules of the Pathways curriculum.

Another great example is employer outreach, career navigation and job placement services provided by the integrated WIOA/TANF unit to all of the WIOA /TANF customers.

12. Describe how the local workforce development system will work with entities carrying out core programs to align and support services with programs of study authorized under Carl D. Perkins Career and Technical Education Act.

The GMWC has been following the developments which focus on specific occupational clusters and career pathways (outlined in the regional plan) and will work with all of the metropolitan Carl D. Perkins consortium partners, collectively, to identify appropriate Perkins-funded activities that support entry and advancement into the career identified pathways. In 2018, WFS staff will office part time on the campuses of St Paul and Century Colleges to provide workforce system navigation to program enrolled and universal students who are pursuing post-secondary credentials. The Local Board will pursue appropriate steps with its own Perkins consortia members to ensure program alignment within the WDA.

The core title partners have engaged with the local coordinators of the Carl D. Perkins Act (CDPA) funded programs at St Paul College, Century College and Minneapolis Community and Technical College.

In early 2018, the local CDPA Program Manager invited WDA staff to participate in a staff development opportunity related to the development of effective advisory boards and employer relations.

Presently, a career facilitator, employed by Minneapolis Community and Technical College, is housed in the Affiliate site in North St. Paul to serve clients in need of individualized or 1:1 career planning services and assistance with financial aid questions, options and guidance on how to address previous financial aid actions presenting a barrier to further educational opportunities.

13. A. Describe how the local area board, working with the entities carrying out core programs, will expand access to employment opportunities for eligible individuals, particularly eligible individuals with barriers to employment.

The WIB, in collaboration with key stakeholders and workforce development teams, will engage in new levels of commitment to provide intensive outreach and awareness building related to eligible individuals with barriers to employment. Based on the co-location of many of the Core Title partners we are able to provide seamless referrals and co-enrollments to enhance participant services and outcomes while leveraging funds and resources.

For example, VRS and Wagner-Peyser staff are knowledgeable of the available services and programs available at the WFC and provide information to program participants at REA sessions.

For barriers such as transportation and others, support service funds enable participants to continue job search and/or training when finances may be the cause for missed opportunities or goal progression. Employment counseling ensures that participants are guided toward jobs that meet their individual needs and toward training that can lead to a career pathway.

All service providers will continue to explore evidence-based practices to focus on serving the full family, when applicable, thru a periodic review of program eligibility requirements. As the employment and training provider of WIOA Adult and DW, State DW, WIOA and State Youth and MFIP/DWP, SNAP programs, WFS and our partners are well positioned to implement and deliver programming which allows staff to be well versed in program and referral options.

A recent example of collaborative grant seeking illustrates how the core partners can collectively expand access to opportunities to participants with barriers. WFS, as the lead applicant along with two core title provider partners applied for and received a Pathways to Prosperity (P2P) grant allowing us to build on a Minnesota Job Skills Partnership (MJSP) grant to provide “bridge” programming and entry level certificate options for program participants focusing on basic skills, college preparation, and credentialed training. Career Pathways are available in entry level healthcare, office occupations, hospitality, entry level IT and basic finance/accounting. Both grants include the following partners: Saint Paul College, Saint Paul Public Schools – Adult Basic Education, Mounds View Adult Basic Education and Century College. The projects focus on employment options related to select career pathways and informs the participants of key building blocks through skill attainment and work experiences.

- B. Describe how the local area board, working with the entities carrying out core programs, will expand access to supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Historically, once eligibility has been established, program participants stay connected to that primary program for the duration of their service cycle. Under WIOA, the option for co-enrollment between core programs will be considered where allowable by state and federal policy. Our goal is to leverage funds and resources for all program participants. Likewise, support service funds enable participants to continue job search and/or training when finances present barriers. Employment counseling ensures that participants are guided toward jobs that meet their individual needs and toward training that can lead to a career pathway. The core programs have outlined support service policies and are compliant with State policy.

The Local Board will stay abreast of opportunities for innovative alignment between programs. For example, participants that do not qualify for intensive services for Veterans with substantial barriers to employment may qualify or be enrolled in WIOA Adult program to assist with their employment goals. In order to accomplish this type of alignment, WFS will review the intake processes for core programs and make recommendations for support services.

- C. Describe how the local area board will facilitate the development of career pathways, co-enrollments (as appropriate) and activities that lead to industry recognized post-secondary credentials that are portable and stackable.

Building on the metro wide sector approach described in the Regional Plan (Section A), the GMWC will identify career pathways associated with identified priority sectors. As part of the career pathway development, metro Boards will detail training and credentialing opportunities, broker co-enrollment possibilities with area training providers, and work to identify financial resources and other supports to allow program participants to pursue these pathways.

WFS developed tools for career pathways (visual aids) to help assist both Employment Guidance Counselors and clients with understanding the concepts of career pathways as it relates to past, present and future education and employment experiences. The Local Board supports industry based or sector specific career pathways, with the distinction of self-determination or personal motivation at the core of the opportunity.

14. A. Describe how the local area board will facilitate engagement of employers, including small employers, and employers in in-demand industry sectors and occupations, in workforce development programs.

The GMWC has identified specific sectors and associated career pathways in the Twin Cities regional plan that calls for the convening of metro wide 'sector panels' in partnership with Chambers, Minnesota State partners, Minnesota State advisory boards and others. These panels will be business-led, focused on the workforce needs within a specific industry or occupational cluster. Sectors chosen by the Regional Board include Construction, Healthcare, Professional and Government Services, Manufacturing and I.T.

The Local Board has identified six sectors of focus for its 2018-2019 work. Sectors include Healthcare, Construction, Manufacturing, Educational Services, Hospitality and I.T.

In addition to the participation in key regional sectors, the WIB engages with local employers at various levels through:

- Sector specific project-based grants
- Career and employment opportunities
- Employer of the Day and Job Fairs
- Job Connect job postings and events
- Construction Hiring Connection (industry specific web-based services) and Construction Sector Workforce Consultant
- Employment placements
- Educational and training partnerships
- Placement & Retention Unit
- Business Services Committee

The Business Services Committee of the WIB has identified the following strategic objective: *Market workforce services to multiple constituency groups, especially the business community, and raise the profile of the WIB.* At present, the committee has developed an outreach plan for small to mid-sized businesses to address employer needs in key sectors.

The integrated Placement and Retention Unit (PRU) works with employers to secure placements for participants in the Diversionary Work Program, MFIP, SNAP and

WIOA programs.

The WIOA Youth program connects with employers to host work experiences under the Minnesota Youth Program.

Employer of the Day and/or hiring events are coordinated by many of the core title providers as well through DEED sponsored events.

- B. Describe how the local area board will support a local workforce development system that meets the needs of businesses in the local workforce development area.

The WIB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce and economic development needs within the County. By the very nature of their membership, there are key leaders in the community representing business and industry, organized labor, community-based organizations, adult basic education, post-secondary education, VRS, DEED, TANF, and local elected officials. This structure allows the local area to align local activities with that of the Governor's Workforce Development Board and State leadership. They review and approve funding opportunities to advance the system, approve local and regional plans, and support regional efforts for federal grant opportunities. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the residents of Ramsey County.

As part of their strategic positioning, the local WIB has aligned their work to support the GWDB Career Pathways recommendations. The WIB also has representatives on the Minnesota Workforce Council Association (MWCA) Operations Committee and the Metro Workforce Council Operations Committee. The WIB supports ongoing connections to business leaders within the community.

- C. Describe how the local area board will better coordinate programs and services with regional economic development providers.

The GMWC has been developing a governance structure that substantially engages regional economic development providers in new ways, particularly with more cross-appointments between economic development and local Workforce Development Boards. Further, the GMWC envisions an annual gathering of regional partners to review economic and demographic data and update each other on shared strategies toward regional prosperity.

WFS, as the administrative entity for the WIB, has effectively managed the public workforce system in Ramsey County for 16 years, working for the interests of the City of Saint Paul and the rest of the County to serve businesses and job seekers. Given the complexity and number of new initiatives connected to WIOA implementation, WFS has recently created a position to serve the specific needs of WIOA to seamlessly connect the various funding streams and programs that are delineated in WIOA. The Planning and Evaluation Analyst (Partnership Coordinator) will function as liaison for the various partnerships named in WIOA and those not named, but are also integral to the success and effectiveness of a holistic set of partnerships aimed at business and job seeker success. The Partnership Coordinator will supervise the

creation and maintenance of partnerships, funding, and grant seeking to maximize the funding allocations in the local workforce development area.

- D. Describe how the local area board will strengthen linkages between the one-stop delivery system and unemployment insurance programs by offering services to laid-off workers and possible lay-off preventative services for businesses, such as incumbent worker training that up-skills the workers and meets the needs of employers (can include but not be limited to, on-the-job training, apprenticeships, etc.).

The WIB sets the strategic direction for the one-stop delivery center and WFS staff work closely with the One Stop Center staff to align, schedule and share resources available for workers affected by layoffs. WFS utilizes Dislocated Worker funding to provide assistance to eligible unemployed residents and unemployment insurance recipients. Dislocated Worker Counselors provide intensive career services to their participants which includes job search, developing and approving training plans and skills assessments. Information regarding unemployment insurance is provided during DW orientations and DW information is shared in REA sessions ensuring that residents are informed about both programs.

The local area board supports apprenticeship opportunities as a viable option for customers to gain employment under a structured learning experience. Counselors utilize information about current apprenticeship opportunities through the Minnesota Department of Labor and Industry's apprenticeship program webpage along with the Department of Labor website on Registered Apprenticeships.

WFS refers participants to Registered Apprenticeships which provide hands-on training and support for building competencies and proficiency in a specific occupation.

The WIB has members that can inform WFS about seasonal layoffs and impacts on local trades' positions. The WIB has not been active in lay-off prevention strategies but will revisit this topic at the regional level to explore what other boards are currently doing in this area.

WFS has a long-standing partnership in the construction trades and has a unique web-based tool for both job seekers and employers known as the Construction Hiring Connection (CHC). This website combined with the outreach services of our Construction Sector Workforce Consultant provides industry updates, job postings from local employers and a platform for potential employers to connect with potential employees. On a regional collaboration level, out of the work from CHC and the Construction Sector Workforce Consultant, nine public entities have joined together to form a one stop website for residents to certify as Section 3 eligible. This site allows residents to find employment on Section 3 housing projects across the metro area and for those entities (and their contractors) to find eligible Section 3 residents to work on their projects. Public entities in the collaboration include Ramsey County, Dakota County, Anoka County, Washington County, Hennepin County, City of St Paul, City of Minneapolis, St Paul Public Housing, and Minneapolis Public Housing.

15. Describe how the local area board will coordinate workforce investment activities with economic development activities, including the promotion of entrepreneurial skills training and microenterprise services.

GMWC is exploring a more systemic approach to promotion of entrepreneurship training and microenterprise supports. The WIB's will initiate discussion with the broad

business development and entrepreneurship communities to see how to best connect their services and offerings with jobseekers who also wish to explore business development pathways.

Also, the WIB's will explore partnerships to expose staff to local business development opportunities that may be under consideration so that they could potentially identify talent for those emerging businesses.

WIOA programs promote and support small business options with the County by informing clients about the potential to become involved with the certified small business program (CERT) that connects county contracting opportunities to small or microenterprises. For participants interested in starting a small business or microenterprise, we often refer to the State CLIMB program and/or local colleges for training and assistance.

Regionally, many of our higher education partners offer options to obtain a certificate or degree in small business-related areas.

16. A. Describe how the local area board will ensure continuous improvement of eligible providers of services through the system.

The WIB will engage in conversation with the community of nonprofit training providers about a shared vision for continuous improvement across the public and nonprofit workforce arenas. Multiple efforts in recent years have supported continuous improvement among eligible training providers (notably, the Twin Cities Greater United Way return-on-investment work, participation in the national Workforce Benchmarking project, participation in the GMWC return-on-investment workgroup, and a most recent engagement with CLASP led by the Minnesota Employment Services Coalition (MESCC). Many of these efforts have involved eligible training providers, but not necessarily engaged the public workforce system directly. Discussions are expected during this program year about how to bring such efforts together. In the end, each local WIB will manage the quality of service among its own training providers by pruning and/or adding to the eligible training provider list.

Core title providers, such as Title I, conduct program monitoring, technical assistance and shared staff development activities on a regular basis with contracted service providers. The Management Information System Team can assist with data definition, data collection, data retrieval and analysis. Training around the performance measures is a top priority. Monitoring allows us to stay in compliance and identify trends and needs that are emerging in our service populations.

- B. Describe how the local area board will ensure that eligible providers meet the employment needs of local employers, workers and job seekers.

Ramsey County uses a competitive solicitation process to notify potential and existing service providers of the needs of the County. Following all policies and procedures to select, secure and evaluate service providers.

We routinely solicit the help of our workforce development peers to assist us in the evaluating proposals from local providers. There are multiple levels of engagement for eligible training providers and public partners to ensure the employment needs of local employers, incumbent workers, and jobseekers.

WFS staff regularly enlist the expertise of local providers and share our expertise in regard to serving a diverse community of residents and industries.

- C. Describe how the local area board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

The Local Board will work closely with 'remote' service locations within its Workforce Development Area to (community-based providers, libraries, and other County service locations) to identify opportunities for electronic access to be made available as widely as possible. Wagner-Peyser staff in St. Paul are experimenting with online delivery of workshops. We note, however, that with an increased emphasis on staff-assisted services at WFC locations, a primary goal of such access points may be to drive traffic toward locations where staff-assisted services can be made available.

- D. Describe how entities within the one-stop delivery system will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990, regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

The WIB will inform and train staff on applicable provisions of the ADA using material to be jointly developed by the Workforce Development Boards of the Twin Cities in partnership with the MN Workforce Council Association and DEED. Our WFC locations meets accessibility standards.

- E. Describe the roles and resource contributions of the one-stop partners.

The roles and resource contributions of the one-stop partners are outlined in our Memorandum of Understanding which, by July 1, 2018, will also include the services and infrastructure outlined in the IFA or Cost Allocation Plan.

Onsite Core partners and roles of the one-stop includes:

1. RC Job Training Centers

- WIOA Administrative entity and staff to the WIB
- Title I Employment and Training Provider – Adult, Dislocated Worker and Youth Services
- Minnesota Youth Program Provider
- Diversionary Work Program (DWP), Minnesota Family Investment Program (MFIP) - TANF and Supplemental Nutrition Assistance Program (SNAP) E & T Provider
- Career Pathway Programs and other special grants

2. Minnesota Department of Employment and Economic Development (DEED) – Wagner-Peyser

- Job Service
- Veteran Services
- Unemployment Insurance
- Re-employment Assistance
- Assist with Resource Center Services and Workshops (Creative Job Search)
- Labor Exchange

### 3. Vocational Rehabilitation Services

- Counseling and Guidance
- Information and Referral
- Career Exploration and planning
- Benefits and financial planning guidance
- Job Placement assistance and employment supports

### 4. Higher Education Partners (Century College, Saint Paul College, Metropolitan State University, etc.)

- Partner on training grants for target populations
- Provide leadership in technical skill training and instruction
- Senior Leadership serve on the WIB and other committees

### 5. Adult Basic Education Partners, (North East Metro Adult and Basic Education Consortium, Saint Paul Community Literacy Consortium, St Paul Public Schools)

- Facilitates academic assessment
- Deliver English Language classes, GED/Adult Diploma, College Readiness/Preparation and provides career pathway bridge and integrated classes at a college level.
- Representatives serve on the WIB and other committees

### 6. Educational Opportunity Center – TRIO

- Provide education and career exploration assistance
- Provide assistance with financial aid planning, questions and issues

### 7. RC Economic Assistance

- Provides cash assistance for TANF, SNAP, Medical Assistance and other waived services

#### Other partners and roles include:

1. RC Library System - collaborative programming with WFC staff and other community partners focused on basic job search assistance and technology access. RC Library system has hosted Youth Work Experiences as well as Youth volunteers.
2. State Services for the Blind - provides the tools, training and technology to help people who are blind, visually impaired, deaf blind or experiencing vision loss to live independently and to prepare for, find and keep a job.
3. Housing Experts – connect with community leaders in dealing with homelessness issues, development of residential communities and opportunities related to employment.

## 17. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local workforce development area.

WIOA staff provide direct services to eligible adults and dislocated workers in Ramsey County. Every other week, WFS hosts an orientation and registration session on Monday afternoons for WIOA Adult program and Dislocated Worker program participants (affected by small local layoffs). The session includes basic program and eligibility information and the opportunity to learn about services available the Workforce Center system.

Once enrolled, the participants are eligible for career, training and support services to meet their employment or reemployment goals. Dislocated workers are assigned an experienced counselor to guide them through this transition and connect them

to various local resources and opportunities to return to the workforce quickly and skillfully.

18. Describe and assess the type and availability of youth workforce investment activities in the local workforce development area, including youth with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities.

WIOA Implementation calls for Vocational Rehabilitation staff to provide increased services to transition students with disabilities while they are still in high school. Vocational Rehabilitation Services in collaboration with our local school districts, Ramsey County Human Services, and other local partners will provide pre-employment transition services to youth with disabilities within Ramsey County. There are five required Pre-Employment Transition Services that VRS must have available for transition students.

- 1) Job exploration counseling is about assisting high school students with disabilities with understanding their work-related strengths and interests and researching career options that match. Activities that VRS will assist with include researching career options, providing and discussing labor market information about careers, assisting with understanding the vocational implications of a disability, administering interest/ ability assessments, determining what sets of skills the student has and needs to have prior to graduation, discussing pros and cons of career options, and setting up and/ or supporting job shadowing, situational assessments or informational interviews.
- 2) Work-based learning is about assisting high school students with disabilities to obtain experiences on a job site (paid and/ or unpaid) which help them build work skills. VRS will assist with providing transition students with regular paid employment (part-time or full-time), on-the-job evaluations, and job try-outs. VRS will also assist with establishing volunteer work, internships, youth apprenticeships, and collaboration with other workforce programs.
- 3) Counseling on post-secondary education and training options is about assisting high school students with disabilities to research, apply and prepare for postsecondary education and training programs related to career interests. VRS will assist with researching options online, informing students on how to tour and/ or meet with staff in education or training programs, discussing and assisting with financial aid and other funding options, applying for and getting registered for training programs, and supporting students who are in training or education programs while they are still in high school.
- 4) Workplace preparation training is about preparing high school students with disabilities to search, apply for and interview for jobs and to be successful in the workplace. VRS will assist students with learning how to fill out job applications, learning about and practicing interviewing skills, resume development, learning the ins and outs of the job search process, interview skills prep, learning transportation, determining availability for work, learning employer expectations, learning about disability-related laws, working on soft skills, and accommodations. VRS will also with students with disabilities in regard to benefits planning as applicable, disclosure, problem solving on the job, and job skills training.
- 5) Instruction in self-advocacy is about preparing high school students with disabilities to understand their disability and their disability-related needs and to advocate for

these needs in training and work settings. This includes learning to take ownership of life activities, social and independent living skills training, disability disclosure, job accommodations, assistive technology needs, and participating in peer mentoring.

The TANF/MFIP Teen Parent Program is a partnership between Ramsey County Workforce Solutions, Financial Assistance, and Public Health Departments where staff work with teen parents to support healthy teen and birth outcomes; to address the teen parent's education related goals; to proactively connect a disconnected teen parent with school; to assure prompt enrollment, if out of school; to problem solve with school staff the best school placement; to reduce personal or family barriers to school attendance; to collaborate with childcare assistance to secure childcare authorization; and to utilize TANF/MFIP supplemental dollars to support teens success in school. Public Health staff utilizes a strengths-based approach with the teen parents and recognize the benefit of intervening early in health-related issues and when there are attendance or academic progress issues.

Ramsey County's TANF/MFIP Young Adult Program administered by HIRED strives to help young families with parent's ages 19-21 achieve greater economic self-sufficiency and family stabilization. To achieve those goals HIRED has long embraced the same core concepts put forward by Ramsey County's Employment Services Vision; particularly the "4 E's:" Engagement, Education, Employment, Employment Retention. HIRED's approach to YAP includes active use of career pathways that are developed within the context of culturally appropriate service delivery models.

Local ABE providers work with fellow core program providers to align services for our out-of-school youth in need of GED courses along with industry specific workforce preparation.

19. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

As noted in Question #12, the Workforce Development Boards of the Twin Cities, following the focus on specific occupational clusters and career pathways (outlined in the regional plan), will engage Carl Perkins consortium partners who often represent our closest relationship with secondary and post-secondary partners. Local efforts to support students will be developed, in conjunction with metro wide efforts focused on identified career pathways, and efforts will be made at the local and regional levels to ensure that services are not duplicated.

All core title partners prepare individuals to enter postsecondary education in a variety of ways, based on the needs of the individual. For example, WFS will partner with local Adult Basic Education to assist in the transition of lower skilled status into college ready levels. College readiness classes are available for free to students who need to increase their AccuPlacer Assessment score to bypass non-credit developmental education courses. Students who attend college readiness/preparation courses are more likely to skip over costly development education course and go straight into a certificate program with greater success of completion. Secondly, core partners promote and co-enroll (when applicable) for the following career pathways initiatives:

- Construction Trades: Trading Up Program
- Construction and Manufacturing Trades: Women in Trade Careers (WITC)

- Healthcare, Business, IT: P2P Grant
- Manufacturing Training: MJSP Grant
- Healthcare: SCRUBS Camp
- Hospitality Pathways

WFS and SPC also have a Pathways to Prosperity and a MJSP Low Income grant, funded by DEED, to involve employer engagements with:

- HMS Host
- Fairview Health Services
- Hyatt Regency
- Additional restaurants and hotels in Saint Paul
- Long term care facilities in Ramsey County
- Manufacturing companies in Ramsey County

Under this project, the partners have developed job aides to assist both the counselor, client and colleges to clearly understand the career pathway and work readiness options under this project. To date, the job aides have sparked conversations and assisted visual learners in understanding career pathway concepts. The team will continue to seek new strategies like job aides for working across teams.

WIOA Youth has an Outreach to Schools programs that utilizes college students to provide career exploration and advising to area high school students providing a peer perspective and information about career choices, financial aid, and college options. The Outreach to Schools programs is active in five local high schools and also benefits the parents of first generation college bound students by providing information and events for the parent/parents.

Additionally, our teams are connected to the Suburban Ramsey Family Collaborative to learn and engage with our secondary education partners on several initiatives around racial equity, truancy programs and early intervention strategies.

20. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with public transportation and other appropriate supportive services.

The Workforce Development Boards of the Twin Cities are working cooperatively to strengthen relationships with the Met Council at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation challenges represent a primary barrier to employment. The local board will make particular effort to ensure that suburban jobseekers have better access to public transit (and/or other forms of transportation assistance) and that suburban employers can better receive workers from urban centers.

Ramsey County Workforce Solutions in collaboration with the Metropolitan Council will continue the Transit Link Airport Connect pilot program which connects transit dependent workers to jobs at the airport at shift times which are inaccessible via public transportation. Five employers located at the airport utilize this regional transportation program for their employees. The Pilot project utilizes a cost sharing model in which employers, riders and the Met Council contribute. Evaluation of the pilot project will inform future employment related regional transportation projects.

The education partners in our service area are keenly aware of the transportation options

or challenges associated with their locations. Counselors report that many of the support services requests are to assist with temporary transportation costs or solutions while program participants are involved in career or training services. Policies for access and appropriate use of support service funds are in place and updated as needed to reflect available funding.

Additionally, our community-based service providers provide timely employment services in neighborhoods where job seekers are located.

21. Describe the plans and strategies for, and assurances concerning, maximizing coordination of service provided by the state employment service under Wagner-Peyser Act, and services provided in the local workforce development area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Wagner-Peyser staff located within WFC have strong working relationships with other core title provider staff.

- Minnesota's WIOA State Plan describes the state's strategy for providing reemployment assistance to Wagner-Peyser's targeted population of UI claimants. The strategy includes:
- A Wagner-Peyser staff person will attend every Reemployment Services and Eligibility Assessment (REA) session that the UI program offers across the state. The UI program typically offers REA sessions to approximately 40,000 applicants per year to those who are at risk of exhausting their benefits.
- The REA and Wagner-Peyser staff will conduct a quick assessment of every participant to determine who will most likely need additional services from the WorkForce Center.
- The Wagner-Peyser staff person will conduct an orientation to WFC services either 1:1 or in a group setting (depending on the size of the group) that includes information on how to register for the state's labor exchange system (MinnesotaWorks.net), and information about eligibility based programs such as the Dislocated Worker program.
- The Wagner-Peyser staff person will assist the REA customer by first offering one-on-one Career Services to UI applicants. Secondly, Creative Job Search is offered and assistance with the registration for the Creative Job Search workshop is provided. The workshop consists of training on how to find a job that includes career planning, preparing for the job hunt, skills identification, resumes and cover letters, applications and references, social media, interviewing skills, and more.
- Wagner-Peyser will follow up with REA participants who are not enrolled in a program to ensure that they have a complete registration and resume in MinnesotaWorks.net, and that they are taking advantage of job placement services.

The State assures the following:

1. The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time.
2. The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant Migrant Seasonal Farm Worker one-stop centers;

3. If a State Workforce Development Board, department or agency administers State laws for vocational rehabilitation of individuals with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and
4. State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

These activities will be coordinated with the programs within the LWDA, which are currently articulated with WIOA Dislocated Worker and other programs applicable to the needs of the individual UI participant.

Wagner-Peyser staff will coordinate with all partners to host hiring events in the WorkForce Center that bring employers into the facility and afford job seekers opportunities to meet with employers on a regular basis.

22. Describe how the local area board will coordinate workforce investment activities carried out under this title in the local workforce development area with the provision of adult education and literacy activities under title II, including a description of how the local area board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

The GMWC has engaged Adult Education partners in the development of this plan and expect to continue doing so through the implementation period. Adult Education partners will continue to be engaged in at least three ways: a) Development of career pathways in the identified sectors and clusters, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training; b) Clarification or strengthening of protocol for assessing adult education needs at WorkForce Centers (and other points of service) and making appropriate referrals for services; and, c) Provision of career awareness materials and/or workshops prepared by workforce development staff, that can be shared with adult education partners to expose students to opportunities and facilitate referral from adult education programs to WorkForce Centers and other workforce development programs.

Locally, the ABE providers are involved in workforce development through:

- WIB representation and subcommittee participation
- ABE services are provided under contract at two employment service locations in Ramsey County
- ABE has engaged in various grant applications with the WIB
- ABE offers industry specific work readiness and skills development options for WIB identified industries
- ABE provides college readiness courses as well as certifications recognized by local employers.

23. Describe the replicated cooperative agreements (as defined in section 107(d)(11)) between the local area board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance,

use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The Local Workforce Development Board and Vocational Rehabilitation Services collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. To the extent possible, services are co-located in WorkForce Centers to provide access to a wide variety of services. Each WorkForce Center provides an orientation to services available to assist job-seekers make an informed decision on choice of service provider. Direct service staff participate in cross-training to ensure they understand the services offered by the various partners, and the eligibility criteria for each program.

Vocational Rehabilitation staff is available for consultation without the need for the person to apply for services. Typical topics include how and when to disclose a disability, effective use of assistive technology, Social Security work incentives, and benefits planning. There is currently a joint effort to provide joint financial planning and work incentives planning for individuals receiving Social Security Disability Insurance. Disability Benefits 101, a software program developed using Medicaid Infrastructure grant funding, is available to all partners to assist staff inform job-seekers about the impact earned income will have on federal and state benefits, including public health insurance.

The Workforce Development Boards consults with Vocational Rehabilitation Services as they are developing initiatives such as incumbent worker training programs, customized training programs, career pathways initiatives, youth services, and other business services.

Local Workforce Development Boards sponsor local Job Fairs. Vocational Rehabilitation participates in the Job Fairs and other community events. The local partners also share job leads, and Vocational Rehabilitation may purchase placement services from the local Board as part of a performance-based funding agreement.

24. Describe and identify the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i).

The Ramsey County Board of Commissioners has designated Workforce Solutions as the Employment and Training entity to serve as the local grant recipient and serves as the fiscal agent for WIOA Title I funding under WIOA section 107(d)(12)(B)(i). The WFS Team provides projects, budgets, etc. for review and approval to the Local Board and Board of Commissioners when required.

25. Describe the competitive process to be used to award the sub-grants and contracts in the local workforce development area for activities carried out under this title.

WFS, as a division of Ramsey County, adheres to the procurement policies and procedures for soliciting service providers and sub-contractors. WFS uses a mixed model of service delivery. WFS staff provide direct employment services and contract with community-based organizations to expand the reach of our services and provide culturally appropriate services in communities most affected by racial employment disparities and/or financial poverty.

26. Describe how the local levels of performance negotiated with the Governor and chief elected official will be used to measure the performance of the local workforce development area

and to be used by the local area board for measuring the performance of the local fiscal agent, eligible providers under subtitle B and the One-stop delivery system.

As noted earlier, the GMWC has agreed to align performance with the GreaterMSP Regional Dashboard to assess the collective impact of the public workforce system on regional prosperity. Additionally, each local Workforce Development Board will use its own performance measures, looking downstream, to determine what specific services (and service providers) contributed to outcomes for each local Workforce Development Area.

27. Describe the actions the local area board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board.

Regionally, the GMWC are considering a governance structure that will require greater crossover with other business, philanthropic, and economic development leadership in the region. Over time, individual local Workforce Development Boards will shift their own leadership in order to bring the regional governance model to peak influence. The local board will shift its own recruitment process in the coming two years to ensure alignment with this new regional governance model.

Statewide, the MN Workforce Council Association has always been committed to supporting local Workforce Development Boards' growth and strong performance. The Workforce Boards of the Twin Cities will explore a refreshed and strengthened information sharing and training approach (through the shared convening's described in the regional plan) that will advance understanding for local board members and attract additional talent and skill to serve on local Workforce Development Boards going forward.

28. Describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local area board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

Employment Guidance Counselors, along with WIOA management, coordinate the use of federal and state WIOA training funds to maximize options for participants who attend credit-based training and to avoid duplication of payments. Participants work closely with Employment Guidance Counselors to build an employment plan. If plans include training or retraining, then an eligible training provider is selected. WFS uses tools like those listed below, to build employment plans:

- My Next Move
- Career Profile Tool (from DEED)
- Talent Neuron (formally Wanted Analytics)
- Career Wise (formally ISEEK.org)
- O\*NET
- Indeed.com
- Professional Association Networks/Websites

Occasionally, a customized or incumbent worker training can be identified as best option to fill open positions for in-demand occupations or are necessary to avert a layoff. In those situations, a review of available options and past performance on the part of the training partner are evaluated prior to approving all plans.

29. Describe the process used by the local area board to provide opportunity for public comment, including comment by representatives from businesses and comment by representatives of labor organizations; and input into the development of the local plan, prior to submission of the plan.

Local and regional planning within the Twin Cities metropolitan area have been done concurrently. At the regional level, entities engaged in the planning process included the local Workforce Development Boards (including their private sector business members), other public service providing partners (Wagner-Peyser, Vocational Rehab, and other staff), community-based service delivery partners, adult basic education partners, Chambers of Commerce and business associations, and private philanthropy. Collectively, the Workforce Boards of the Twin Cities expect to continue to engage others in planning and implementation, specifically reaching the following groups in the coming months:

- Jobseeker customers from WorkForce Centers and other service provider partners;
- Business customers/employers from WorkForce Centers and other service provider partners; and
- Front-line staff from WorkForce Centers.

As required in WIOA, a legal notice is published in the Ramsey County Review 30 days prior to submission of the local plan, informing the public of the opportunity to review and provide comments. The plan is also distributed to all Ramsey County WIB members which includes representatives from business, organized labor, community-based organizations, economic development, elected officials, and WorkForce Center partners.

A 30-day comment period was used to solicit input into the plan prior to the plan going before the RC Board of Commissioners.

30. Describe how the one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

All Workforce Development Areas, public and nonprofit partners included, are using Workforce One (WF1) as the primary tool for capturing intake and case management information. Within the Twin Cities region, discussion is underway with several nonprofit and philanthropic partners about broader use of one or two electronic case management systems that could be used, supplementary to Workforce One, to better capture client-level activity and link to broader data sets for wage matching and longitudinal tracking of outcomes across adult education, post-secondary, workforce (and eventually even primary and secondary school) outcomes. This is a longer-term process in which the Workforce Boards of the Twin Cities are just now beginning to be involved. As the process continues, there may be opportunity for a more complete transition for WorkForce Centers and many other partners to use the same platform for case management information.

## SECTION C: PROGRAM OPERATIONS

1. A. How does the local workforce development area ensure staff comply with the policies and procedures for Rapid Response as communicated on DEED's website?

WDA 15 has a procedure for designated staff to monitor and respond to Rapid Response alerts for potential layoffs/projects in Ramsey County. WFS management monitors alerts, participates in the competitive process and attends to MWCA or DEED sponsored meetings and/or trainings related to Rapid Response and engages in technical assistance as needed.

On a regional level, WFS has partnered with neighboring counties when a potential project is identified resulting in large scale layoffs.

- B. How does the local workforce development area inform the state Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?

WDA 15 utilizes designated staff to communicate with DEED's Rapid Response Team. The incoming or outgoing information is communicated in different ways depending on the situation.

WFS staff contact, via phone or email, the DEED RR Team to inform regarding notifications or announcements of impending layoffs. WDA planning staff scan local news sources and relay local information that may affect Ramsey County. Occasionally, a prospective dislocated worker may call inquiring about the program and inform WDA staff about a current or pending layoff. WDA staff check with DEED staff. If the company or organization has not been in contact with DEED, the WDA informs them of the need to contact DEED directly.

- C. Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.

The WFS staff coordinate workforce innovation activities related to statewide rapid response activities. Any information the staff gather is shared with DEED and appropriate partners. At all times, the goal is to work cooperatively with DEED and ensure this information is shared expeditiously, as it is often time sensitive.

We will not seek competitive bids for services outside of Ramsey County, unless invited by any of our regional partners to provide services.

- D. Complete **Attachment B – Local Workforce Development Area Contacts**.

2. A. How does the local workforce development area inform the state Trade Act staff of companies that are potentially TAA certifiable?

Local WDA staff will contact the lead DEED TAA staff by phone or email to inform them when there is a possible layoff within Ramsey County and monitor the information on TAA certification by the Department of Labor or communicated through DEED.

- B. How does the local workforce development area cooperate with the state Trade Act staff where the layoff involves a company that the DOL trade-certified?

Local WDA staff receive professional development/training in working with TAA projects. Staff also reach out to DEED to receive input on helping clients make application or work through the process of getting approvals for training or other pertinent approvals.

- C. Is the local workforce development area willing to participate in TAA Counselor Training and TAA Participant Training when a trade-certification occurs?

Yes

3. A. The local workforce development area has developed and implemented local Supportive Service policies that are consistently applied for all participants.

Yes

- B. Describe the steps taken to ensure consistent compliance with the policy.

WFS staff are informed and knowledgeable of DEED and local program support service policy. The WIOA Manager and/or Supervisor informs staff of local policies and Planners monitor files for compliance of these policies. After assessing client barriers and determining support services are needed, counseling staff follow the support service policy and guidelines. These support services policies are also provided to accounting staff who provide a check and balance process to ensure a secondary quality control through the fiscal monitoring system.

## SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

1. The local workforce development area has processes in place to assure non-duplicative services, and avoid duplicate administrative costs.

Yes   X  

2. The local workforce development area is aware of and staff participate in the Reception and Resource Area Certification Program (RRACP) to better serve all customers?

Yes   X  

3. A. The local workforce development area and their partners are aware of the responsibilities of the Equal Opportunity Officer, including attending DEED sponsored EO Training?

Yes   X  

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

- C. The local workforce development area is aware and conducts annually a physical and program accessibility review?

Yes   X  

4. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the regulations?

Yes   X  

5. A. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the regulations?

Yes   X  

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

6. How do you identify current or former Military Service Members coming into your WorkForce Center?

Workforce Center staff who provide any services to any customer, whether enrolled in a program or not, at the WFC ask customers if they are a veteran or the spouse of a veteran. Signs near the reception also encourage vets to self-identify themselves at the reception desk. Facilitators and instructors of orientations and workshops are told to ask at the start of every workshop if there are any veterans in attendance. Customers who log into a computer in the resource room are asked to self-identify if they are a veteran.

7. How do you inform current or former Military Service Members coming into your WorkForce Center about “Veteran Priority of Service?”

Upon identifying themselves as a veteran or spouse of a veteran the individual is told

about the services priority that the WorkForce Center system provides and encourages that person to make use of the many services that the WorkForce Center provides.

8. If your WorkForce Center has a presence on the Internet (outside of your local DEED WorkForce Center site) how do you promote Public Law 107-288, “Veterans Priority of Service” to veterans on that website?

RC has posted the following information on our webpage. This screen shot is from the Ramsey County hosted web page for Workforce solutions.



A service provided by Ramsey County Workforce Solutions, 651.779.5652



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9. How do you identify current or former Military Service Members with “significant barriers to employment?”

Should a customer identify themselves as a veteran or a spouse of a veteran, that individual is given the standard questionnaire to ascertain their eligibility for case managed counseling, per the requirements of Federal rules. If a Veterans representative is available to meet with the person, then they are connected to that person. If a Veterans representative is not available, a WIOA Employment Counselor can assist the person and make necessary connections as follow-up appointments.

10. When a current or former Military Service Member with a significant barrier to employment is identified, how do you refer them to an appropriate intensive service provider when there is no Disabled Veteran Outreach Program (DVOP) specialist in your WorkForce Centers?

The Workforce Center staff connects with an individual counselor from the WIOA Program staff that provides program information and case management, per State guidelines. This staff member is identified daily and a copy of the schedule is shared with the WorkForce Center Resource Room staff.

11. How are DVOP and/or Local Veterans Employment Representatives (LVER) staff integrated into the overall service delivery strategy in your WorkForce Centers?

The local DVOP and LVER are integrated into WorkForce Center activities by attending program staff meetings regularly, providing and maintaining printed information in the reception/resource area, and holding regular workshops and job clubs that are open to all veterans whether program assigned or not.

12. Are all WIOA-funded partners complying with the guidance provided in the TEGL regarding Selective Service?

Yes

13. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program universal customers) are registering in MinnesotaWorks.net and are making their resumes viewable to employers?

Clients and Universal Customers are informed and trained on how to access, update and use MinnesotaWorks.net for job search and career exploration.

14. **Conflict of Interest and Integrity:** Local area boards must make decisions in keeping with several laws and regulations. Indicate below that your local area board is aware of DOL Training and Employment Guidance Letter 35-10 and Minnesota OGM 08-01 and its relevant federal laws and regulations.

Yes

15. The local workforce development area's conflict of interest policies are in compliance with the above two references?

Yes

16. A. The local workforce development area is aware of the referenced statute on Government Records.

Yes

- B. The local workforce development area is aware of the requirement to retain documentation for six years.

Yes

- C. Complete **Attachment B – Local Workforce Development Area Contacts.**

17. **Handling and Protection of Personally Identifiable Information:** The local workforce development area is complying with the guidance provided in TEGL 39-11.

Yes

18. **Human Trafficking:** The local workforce development area is aware of TEGL 09-12 and will follow the procedures for working with trafficked persons.

Yes

19. **Gender Identification:** The local workforce development area is aware of TEGL 37-14 and will follow the procedures for developing a similar policy including key terminology, and have in place regarding working with customers who may be lesbian, gay, bisexual and transgender. Local workforce development areas will also participate in any related training.

Yes     X    

20. **Uniform Guidance:** The local workforce development area is aware of TEGL 15-14 regarding Uniform Guidance.

Yes     X    

21. A. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2016.

The WIB makes every attempt to comply with the state requirement that public-sector vacancies be filled within 60 days and private sector vacancies be filled within 90 days. The WIB commences its recruitment and appointment process immediately upon notification that a vacancy will occur. The process is as follows:

- With input from the Chief Local Elected Official (CLEO) and City of Saint Paul Mayor's Office, the WIB's Membership Committee, actively recruits candidates. Emphasis is placed on recruiting private sector members from the targeted sectors.
- Once potential candidates are identified, staff provides them with an application and membership information.
- Staff responds to all questions from the applicant throughout the application process.
- When an application is received, WIB staff confirms receipt with the applicant and notifies them that their application is active for one year.
- At their next meeting, the WIB Executive Committee reviews the application and votes on whether or not to recommend appointment.
- Applications are forwarded to the appropriate appointing authority (Saint Paul Mayor/City Council or the Ramsey County Board of Commissioners) with a recommendation from the Executive Committee.
- The Saint Paul Mayor/City Council or Ramsey County Board of Commissioners review and appoint members by action at their board meetings

WIB membership terms are August 1- July 31 every two years. Members whose terms will expire in July are contacted in April to determine their interest in serving another term. If they wish to continue their service, a reappointment application is completed. All interested members are considered by the Executive Committee for a recommendation to the appropriate appointing body. The Executive Committee forwards the recommendations along with the applications to the appointing body. The appointing body makes the final decision to reappoint. If a member chooses not to seek reappointment, their service ends on July 31. Staff follows the appointment process above to fill the vacancy.

The Membership Committee is a standing committee of the WIB that focuses on member recruitment and engagement. This Committee is chaired by the WIB Chair-Elect. Other members include the Local Elected Official, a representative from the City of Saint Paul, a past Chair, and an at-large business member of the WIB. This committee actively works to fill vacancies in a timely manner by tapping into existing City and County networks. Information on openings is also provided at WIB meetings so that current board members can recommend

individuals within their networks. Additionally, the County and City publish WIB openings in their newsletters and on their websites.

B. Is your local area board currently in compliance with WIOA?

Yes  No

If No, what steps will be taken to bring your local area board into compliance by June 30, 2016?

C. Complete **Attachment C – Local Area Board Membership List**.

D. Complete **Attachment D – Local Area Board Committee List**.

22. Complete remaining portions of **Attachment B – Local Workforce Development Area Contacts**.
23. If applicable, complete **Attachment E - Local Workforce Development Area Sub-Grantee List**.
24. If applicable, complete **Attachment F - Local Workforce Development Area Non-WFC Program Service Delivery Location List**.

## ASSURANCES AND CERTIFICATIONS

### ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA) and the Workforce Innovation and Opportunity Act and any other DEED/Workforce Development Employment and Training funds, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions and other assurances of the following laws:

- **Accessibility** - [Section 508 of the Rehabilitation Act of 1973, as amended](#) - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **ACORN** – [Funds may not be provided](#) to the Association of Community Organizations for Reform Now, or any of its affiliates, subsidiaries, allied organizations or successors;
- **Audits** – [2 CFR 200.501](#) and [Single Audit Act Amendments of 1996](#) - organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with [USC 41, Section 8301-8303](#);
- **Data Sharing** – [MN Access to Government Data](#), [MN Duties of Responsible Authority](#); [MN Access to Information](#); [MN Administrative Rules Data Practices](#); [DEED Policy – Data Practices](#);
- **Disability** - that there will be compliance with the [Architectural Barriers Act of 1968](#), [Sections 503 and 504 of the Rehabilitation Act of 1973](#), as amended, and the [Americans with Disabilities Act of 1990](#);
- **Drug-Free Workplace** – [Drug-Free Workplace Act of 1988](#) – requires all organizations to maintain a drug-free workplace;
- **Equipment** – [2 CFR 200. 313](#), [200.439](#) – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year;
- **Fire Safety** – [15 USC 2225a](#) – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act ([Public Law 101-391](#));
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations [20 CFR 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Limited English** - [Executive Order 13166](#) - Improving access to services for persons with limited English proficiency;
- **Nondiscrimination** - [Section 188 of the Workforce Innovation and Opportunity Act](#) (WIOA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;

- **Nondiscrimination** - [Section 188 of the Workforce Investment Act of 1998](#) (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Nondiscrimination** - [Title VI of the Civil Rights Act of 1964, as amended](#) – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Nondiscrimination** - [Title VII of the Civil Rights Act of 1964, as amended](#) - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Nondiscrimination** - [Title II of the Genetic Information Nondiscrimination Act of 2008](#) - Prohibits discrimination in employment on the basis of genetic information;
- **Nondiscrimination** - [Title V of the Older Americans Act of 1965](#) - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Nondiscrimination** - [Title IX of the Education Amendments of 1972, as amended](#) - Requires applying nondiscrimination provisions, based on sex, in educational programs;
- **Nondiscrimination** - [Title I \(Employment\) Americans with Disabilities Act \(ADA\)](#) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
- **Nondiscrimination** - [Title II \(State and Local Governments\) Americans with Disabilities Act \(ADA\)](#) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
- **Nondiscrimination** - [Section 504 of the Rehabilitation Act of 1973, as amended](#) - Prohibits discrimination against qualified individuals with disabilities;
- **Nondiscrimination** - [Age Discrimination Act of 1975, as amended](#) - Prohibits discrimination on the basis of age;
- **Nondiscrimination** - [Title 29 CFR Part 31](#) Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Nondiscrimination** - [Title 29 CFR Part 32](#) Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Nondiscrimination** - [Title 29 CFR Part 33](#) Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 35](#) Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 37](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Nondiscrimination** - [Title 29 CFR Part 38](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Nondiscrimination** - [Executive Order 13160](#) Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;
- **Nondiscrimination** - [Executive Order 13279](#) - Nondiscrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts, and loans;
- **Nondiscrimination** - [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#) - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status

(employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);

- **Nondiscrimination** - that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and [WIOA Section 188](#), as provided in the regulations implementing that section, will be completed;
- **Opportunity** – [Executive Order 12928](#) – encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals;
- **Personally Identifiable Information (PII)** – [Training and Guidance Letter 39-11](#) – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – [2 CFR 200-317-36](#) – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;
- **Salary/Bonus** – [Public Law 113-235, Division G, Title I, Section 105](#) – none of the funds appropriated under the heading “Employment and Training” shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of [Executive Level II](#). Further clarification can be found in [TEGL 5-06](#);
- **Seat Belts** - [Executive Order 13043](#) – Increasing Seat Belt Use in the United States;
- **Text Messaging** – [Executive Order 13513](#) – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – [2 CFR 180](#) – OMB Guidelines to Agencies on Governmentwide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. ([38 USC 4215](#)), U.S. Department of Labor, [Training and Employment Guidance Letter 5-03](#) and Minnesota's Executive Order 06-02;

- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

## CERTIFICATIONS

By signing and submitting this plan, the local area board is certifying on behalf of itself and the subgrantee, where applicable:

- A. That this **Regional and Local Workforce Development Area Plan** was prepared and is in accordance with all applicable titles of the WIOA Act of 2014, Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with Minnesota's current and future state plans;
- B. that it has provided at least a thirty day period for public comment and input into the development of plan by members of the local area board and the public (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) Section 118(c); Section 108 (d)
- C. that the public (including individuals with disabilities) have access to all of the local area board's and its components' meetings and information regarding the local area board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;
- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that the respective contract/master agreement and all assurances will be followed;
- H. that it will ensure that no funds covered under the contract/master agreement are used to assist, promote, or deter union organizing;
- I. that this plan was developed in consultation with the local area board;
- J. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- K. that the local area board members will not act in a manner that would create a conflict of interest as identified in 20 CFR 667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- L. that local area board and staff are aware of local WorkForce Center services, and are working with and referring to the WorkForce Center services as appropriate;
- M. that all staff are provided the opportunity to participate in appropriate staff training;
- N. that, if applicable, the local area board must maintain the currency of its information in the System Award Management until submission of the final financial report or receive the final payment, whichever is later;
- O. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- P. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- Q. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

**SIGNATURE PAGE**Local Workforce Development  
Area NameWDA #15

Local Area Board Name

Workforce Innovation Board of Ramsey County

Name and Contact Information for the Local Area Board Chair:

<b>Name</b>	<u>Butch Howard</u>
<b>Title</b>	<u>General Manager, Food and Beverage Operations</u>
<b>Organization</b>	<u>HMSHost, Mpls/St. Paul Airport</u>
<b>Address 1</b>	<u>4300 Glumack Dr.</u>
<b>Address 2</b>	<u></u>
<b>City, State, ZIP Code</b>	<u>Saint Paul, MN 55111</u>
<b>Phone</b>	<u>612-366-8650</u>
<b>E-mail</b>	<u><a href="mailto:butch.howard@hmshost.com">butch.howard@hmshost.com</a></u>

Name and Contact Information for the Chief Local Elected Official(s):

<b>Name</b>	<u>Toni Carter</u>
<b>Title</b>	<u>County Commissioner</u>
<b>Organization</b>	<u>Ramsey County Board of Commissioners</u>
<b>Address 1</b>	<u>15 W. Kellogg Blvd.</u>
<b>Address 2</b>	<u>220 Courthouse</u>
<b>City, State, ZIP Code</b>	<u>Saint Paul, MN 55102</u>
<b>Phone</b>	<u>651-266-8364</u>
<b>E-mail</b>	<u><a href="mailto:Toni.carter@co.ramsey.mn.us">Toni.carter@co.ramsey.mn.us</a></u>

We, the undersigned, attest that this submittal is the Program Year 2016-2017 Local Plan for our Workforce Development Board and Local Workforce Development Area and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules and regulations.

**Local Area Board Chair****Chief Local Elected Official**Name Butch HowardName Toni CarterTitle Local Area Board ChairTitle County Commissioner

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

**REGIONAL OVERSIGHT COMMITTEE**

Regional Workforce Development Area

Region # 4

Local Workforce Development Area

WDA # 15

MEMBER	ORGANIZATION
Deb Bahr-Helgen	City of Minneapolis Employment & Training
Nicole Swanson	Anoka County Job Training
Mark Jacobs	Dakota-Scott Workforce Services
	Hennepin-Carver Workforce Council
Leon Boeckermann (interim)	Ramsey County Workforce Solutions
Robert Crawford	Washington County Workforce Center

## LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs (see section C.2.D.)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Equal Opportunity Officer (see section D.3.B.)				
Program Complaint Officer (see section D.5.B.)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Records Management/Records Retention Coordinator (see section D.16.C.)	Alan Wanless	651-266-6010	Alan.wanless@ramseycounty.us	Leon Boeckermann
ADA Coordinator (see section D.22.)	Jennifer Germain	651-539-3616	jennifer.germain@state.mn.us	Dee Torgerson
Data Practices Coordinator (see section D.22.)	Alan Wanless	651-266-6010	Alan.wanless@ramseycounty.us	Leon Boeckermann
English as Second Language (ESL) Coordinator (see section D.22.)				

### Official Name of WorkForce Center: Minnesota Workforce Center – North Saint Paul

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Mike Lang	651-539-4111	<a href="mailto:mike.lang@state.mn.us">mike.lang@state.mn.us</a>	Dave Niermann
Job Service Manager	Mike Lang	651-539-4111	<a href="mailto:mike.lang@state.mn.us">mike.lang@state.mn.us</a>	Dave Niermann
Vocational Rehabilitation Services Manager	Jennifer Germain	651-539-3616	jennifer.germain@state.mn.us	Dee Torgerson
State Services for the Blind Manager	Jon Benson	651-642-0500	Jon.benson@state.mn.us	
Veterans Rep.	Jim Finley	651-259-7557	<a href="mailto:Jim.finley@state.mn.us">Jim.finley@state.mn.us</a>	
Local Workforce Development Area Director	Leon Boeckermann	651-266-6001	leon.boeckermann@ramseycounty.us	Johanna Berg
Adult Basic Education (ABE)	Brent Olinger	651-621-6251	Brent.olinger@moundsvIEWSchools.org	

Carl Perkins Post-Secondary Manager	Mary Klein	651-779-5790	<a href="mailto:Mary.klein@century.edu">Mary.klein@century.edu</a>	
Adult Programs (WIOA)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Youth Programs (WIOA) (MYP)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Dislocated Worker (DW) Programs	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann

**Official Name of WorkForce Center:** Minnesota WorkForce Center – Saint Paul

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Mike Lang	651-539-4111	mike.lang@state.mn.us	Dave Niermann
Job Service Manager	Mike Lang	651-539-4111	mike.lang@state.mn.us	Dave Niermann
Vocational Rehabilitation Services Manager	Dennis Johnson	651-539-3616	dennis.johnson@state.mn.us	Dee Torgerson
State Services for the Blind Manager	Jon Benson	651-642-0500	Jon.benson@state.mn.us	
Local Workforce Development Area Director	Leon Boeckermann	651-266-6001	leon.boeckermann@ramseycounty.us	Johanna Berg
Adult Basic Education (ABE)	Karen Gerdin/Scott Hall	651-744-7522	Karen.gerdin@spps.org Scott.Hall@spps.org	
Carl Perkins Post-Secondary Manager	Mary Klein	651-779-5790	Mary.klein@century.edu	
Adult Programs (WIOA)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Dislocated Worker (DW) Programs	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann
Youth Programs (WIOA) (MYP)	Wayne Young	651-266-6025	Wayne.young@ramseycounty.us	Leon Boeckermann

## LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

Region # 4

Local Workforce Development Area

WDA # 15

MEMBER	POSITION/ORGANIZATION	TERM ENDS
<b>REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA (must be majority)</b>		
Butch Howard (CHAIR)	General Manager, Food and Beverage Operations, HMSHost, Mpls/St Paul Airport	7/31/2018
Karin McCabe (CHAIR-ELECT)	Outreach Director, McGough Construction	7/31/2019
James McClean	Manager of Government Relations, Regions Hospital	7/31/2019
Chad Kulas	Executive Director, Midway Chamber of Commerce	7/31/2019
Jennifer Roettger	Manager of Talent Acquisition, HealthEast	7/31/2018
Michael Fondungallah	Attorney, Fondungallah & Kigham LLC/MN Black Chamber of Commerce	7/31/2019
Foster Hackett	Advanced Design Contracting	7/31/2018
Sean Mullan	Human Capital Strategist Lead, 3M	7/31/2019
Anivuin Xiong	Atman Law Firm/Hmong Chamber of Commerce	7/31/2019
Mary Russell	Director, Organization Quality Alignment	7/31/2018
Chris Kondo	Veteran/ Military Recruitment & Global Programs Lead, 3M	7/31/2018

Ramona Wilson	Diversity Manager, Knutson Construction	7/31/2019
Shannon Watson	Director of Public Affairs, Saint Paul Area Chamber of Commerce	7/31/2018
Four Vacancies		
<b>LABOR &amp; COMMUNITY-BASED ORGANIZATIONS</b> (20% Minimum and 2 or more nominated by state labor federations and one joint labor-management apprenticeship program labor organization or training director)		
Larry Gilbertson	Training Director, Ironworkers Local 512	7/31/2018
Donald Mullin	Executive Secretary, Saint Paul Building and Construction Trades Council	7/31/2019
Gaye Adams Massey	YWCA of Saint Paul	7/31/2018
Trixie Golberg	President, Lifetrack Resources	7/31/2018
Sheila Olson	Chief Services and Programs Officer, Goodwill-Easter Seals Minnesota	7/31/2018
Clarence Hightower	Executive Director, Community Action Partnership of Ramsey & Washington Counties	7/31/2019
Two Vacancies		
<b>EDUCATION &amp; TRAINING</b> (Required: ABE; Higher Education)		
Karin Gerdin	Assistant Supervisor, Adult Basic Education, Saint Paul Public Schools	7/31/2019
Tracy Wilson	Dean of Workforce Training & Continuing Ed., Saint Paul College	7/31/2019
Paul Nikstad	Career Technical Training Manager, Humphrey Job Corps Center	7/31/2018
<b>GOVERNMENT</b> (Required: Economic Development; Job Service; Rehabilitation)		

Toni Carter	County Commissioner, Ramsey County	7/31/2018
Chris Tolbert	Councilmember, City of Saint Paul	7/31/2019
Jennifer Germain	Rehabilitation Services Area Manager, Minnesota Department of Employment and Economic Development	7/31/2018
Kristin Guild	Deputy Director, Planning and Economic Development, City of Saint Paul	7/31/2018
Kate Probert	Manager, Public Assistance ES Programs, Ramsey County Workforce Solutions	7/31/2019
Mike Lang	Field Office Area Manager, MN Dept. of Employment and Economic Development - Job Service	7/31/2019

**CONTACT INFORMATION**

<b>NAME</b>	<b>ADDRESS/PHONE/EMAIL</b>
<b>CHAIR: Butch Howard</b>	4300 Glumack Dr Saint Paul, MN 55111 612-366-8650 butch.howard@hmshost.com
<b>VICE CHAIR: Karin McCabe</b>	2737 Fairview Avenue North Roseville MN 55113 651-634-4615 kmccabe@mcgough.com
<b>SECRETARY: N/A</b>	

**LOCAL AREA BOARD SUBCOMMITTEE LIST**

<b>Regional Workforce Development Area</b>	Region # 4
<b>Local Workforce Development Area</b>	WDA # 15

<b>Committee Name</b>	<b>Objective/Purpose</b>
Executive Committee	Responsible for reviewing the financial statements, setting the budget, and reviewing decisions as they move up from the committees
Policy Committee	Assures the policy objectives for the Workforce Service Area and the Workforce Innovation Board committees are before policy makers
Integration Committee	Assures that education, economic development, workforce, and business are working in sync, such that the labor market exchange thrives and employment inequities among low income persons of color, Native Americans, and persons with disabilities are addressed
Business Services Committee	Ensures that workforce is positioned to serve the needs of business with qualified candidates, particularly small and mid-sized businesses
Membership Committee	Responsible for WIB member recruitment, member engagement (assuring obstructions to board and committee participation are minimized), and recommending committee appointments to the WIB Chair
Youth Committee	Provides recommendations relative to policy direction and program oversight for implementation of WIOA and other funded youth activities; and to develop, implement and monitor a long-range plan for the Youth Committee

**LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST**

<b>Regional Workforce Development Area</b>	Region # 4
<b>Local Workforce Development Area</b>	WDA # 15

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which WFC?	If not in WFC, provide Address, City, State, ZIP Code
None at this time				

**LOCAL WORKFORCE DEVELOPMENT AREA NON-WFC PROGRAM SERVICE DELIVERY LOCATION LIST**

**Regional Workforce Development Area**

Region # 4

**Local Workforce Development Area**

WDA # 15

Name and Location (City)	Program Service Delivered
Ramsey County Specialized Site, Ramsey County Government Center, Saint Paul, MN	Career services, referrals, and MFIP/TANF/SNAP Services.

## LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

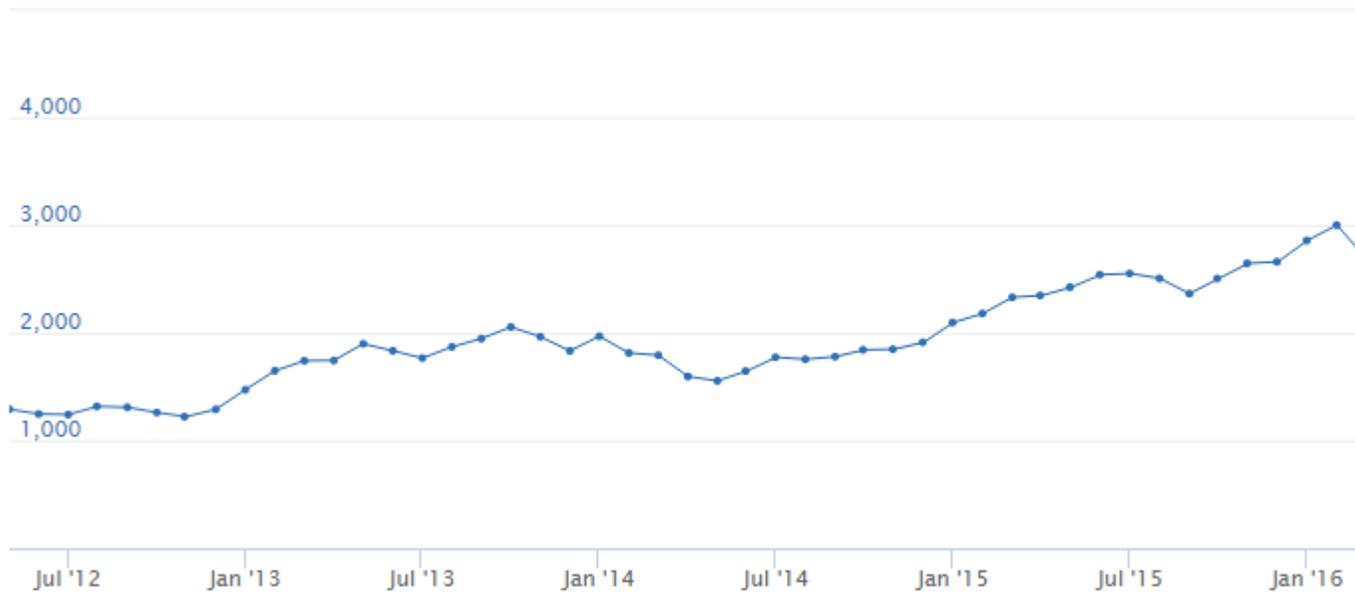
A major WIB function is to evaluate current and emerging workforce needs of our local economy. Our 2015 labor market analysis identified 4 growing industry sectors to target workforce development efforts. The industries of healthcare, manufacturing, information technology and construction are all expected to grow rapidly in the coming years.

### Current Job Postings – Ramsey County, Minnesota

Over the course of the previous month (*March 21, 2016 – April 21, 2016*), there were 23,408 available job postings in Ramsey County. Using this same time-frame, here is the break-down by occupational group:

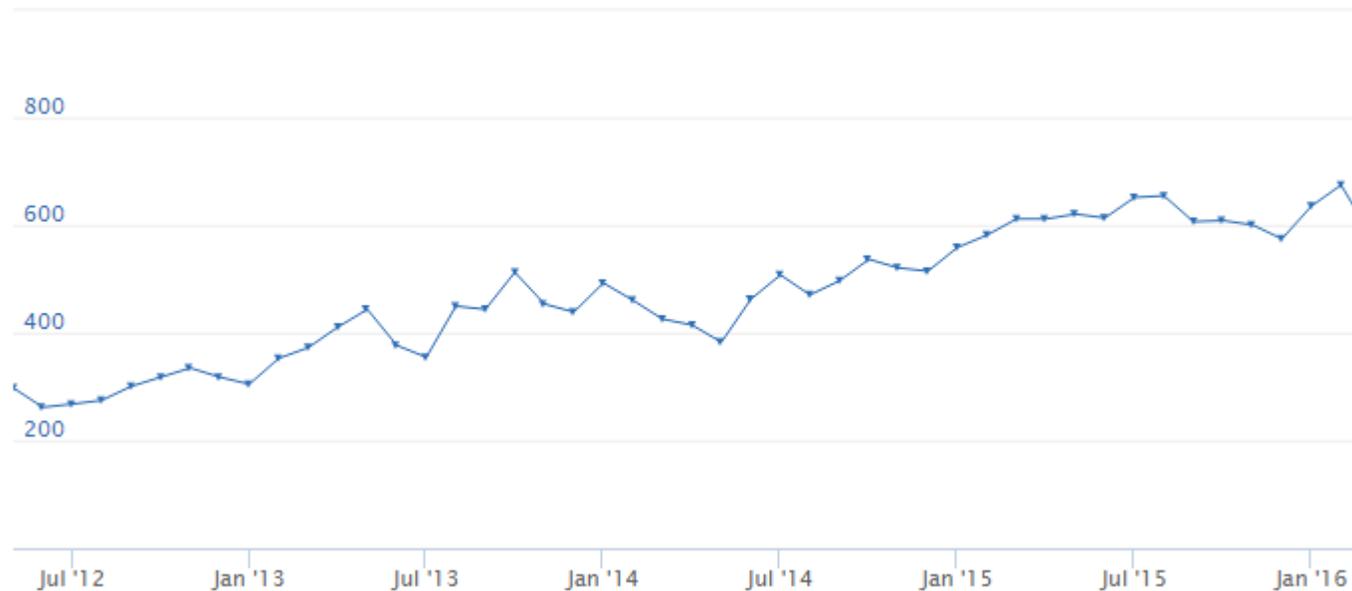
- 2,497 available job postings were for **Healthcare Practitioners and Technical Occupations**. The top occupations posted for these openings included:
  - Registered Nurses: 1,158
  - Licensed Practical and Licensed Vocational Nurses: 252
  - Physicians Assistants: 91
  - Physical Therapists: 90
  - Medical Records and Health Information Technicians: 64
  - Physicians and Surgeons, All Other: 62
  - Medical and Clinical Laboratory Technicians: 61
  - Pharmacy Technicians: 56
  - Medical and Clinical Laboratory Technologists: 53
  - Family and General Practitioners: 53

**Figure 1: Ramsey County Healthcare Practitioner Job Posting Trends, 2012 – 2016**



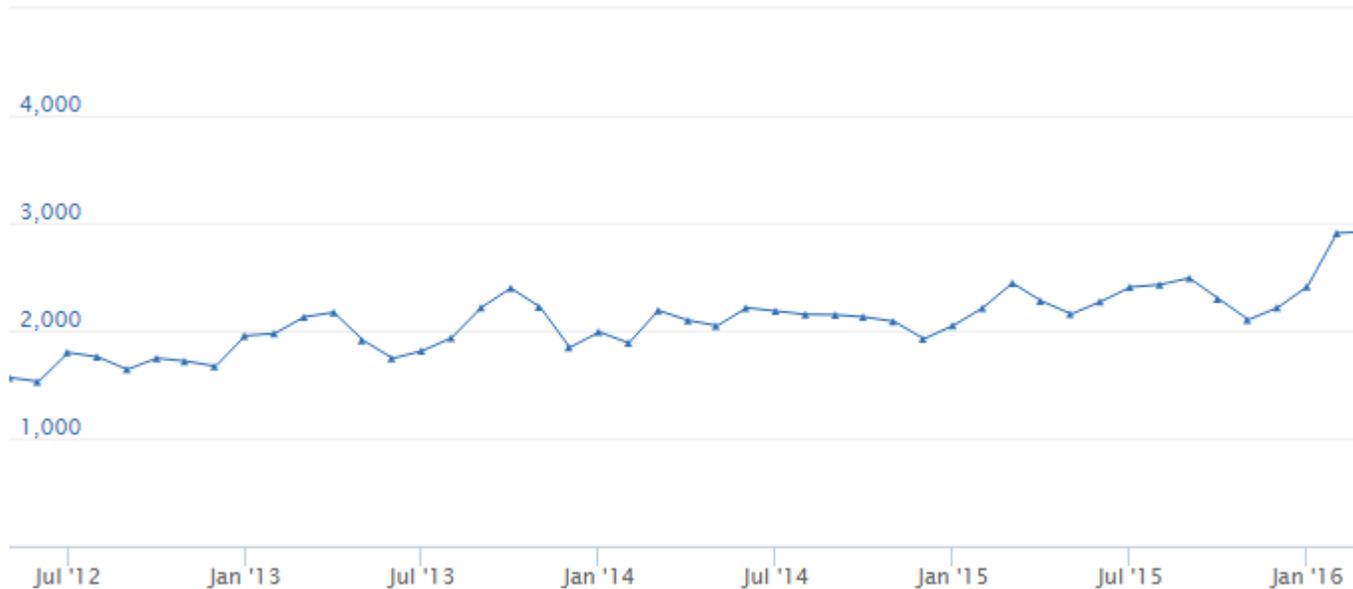
- 561 available job posting were for **Healthcare Support Occupations**. The top occupations posted for these openings included:
  - Nursing Assistant: 160
  - Medical Assistants: 129
  - Home Health Aides: 111
  - Healthcare Support Workers, All Other: 46
  - Medical Equipment Preparers: 34
  - Dental Assistants: 19
  - Physical Therapist Assistants: 17
  - Occupational Therapy Assistants: 14
  - Phlebotomists: 13
  - Massage Therapists: 10

**Figure 2: Ramsey County Healthcare Support Job Posting Trends, 2012 – 2016**



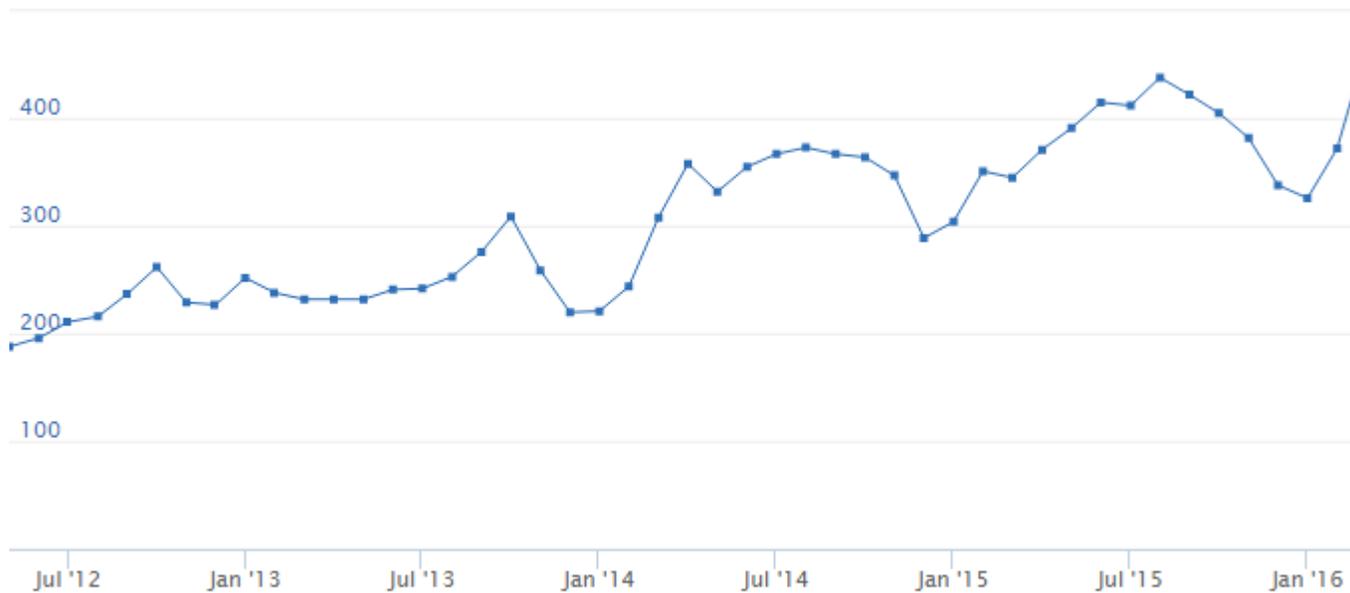
- 2,541 available job postings were for **Computer and Mathematical Occupations**. The top occupations posted for these openings included:
  - Computer Occupations, All Other: 538
  - Software Developers, Applications: 413
  - Computer Systems Analysts: 383
  - Network and Computer Systems Administrators: 281
  - Computer User Support Specialists: 274
  - Web Developers: 188
  - Information Security Analysts: 128
  - Computer Programmers: 115
  - Database Administrators: 63
  - Operations Research Analysts: 53

Figure 3: Ramsey County Computer and Mathematical Job Posting Trends, 2012 – 2016



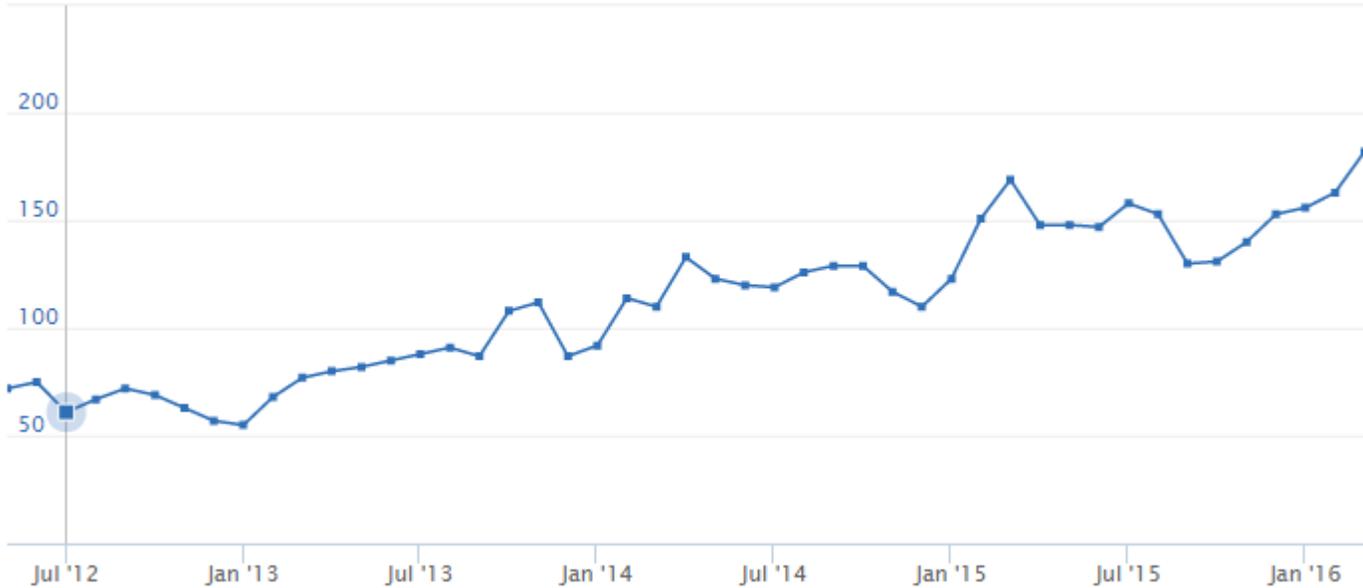
- 366 available job postings were for **Production Occupations**. The top occupations posted for these openings included:
  - Supervisors of Production and Operating Workers: 155
  - Machinists: 39
  - Production Workers, All Other: 21
  - Helpers—Production Workers: 15
  - Electrical and Electronic Equipment Assemblers: 13
  - Inspectors, Testers, Sorters, Samplers, and Weighers: 13
  - Cutting, Punching, and Press Machine Setters, Operators, and Tenders: 12
  - Laundry and Dry-Cleaning Workers: 10
  - Tool and Die Makers: 10
  - Packaging and Filling Machine Operators and Tenders: 8

Figure 4: Ramsey County Production Job Posting Trends, 2012 – 2016



- 175 available job postings were for **Construction and Extraction Occupations**. The top occupations posted for these openings included:
  - Supervisors of Construction Trades and Extraction Workers: 44
  - Construction Laborers: 26
  - Carpenters: 19
  - Electricians: 18
  - Plumbers: 17
  - Construction and Building Inspectors: 9
  - Painters, Construction and Maintenance: 8
  - Operating Engineers and Other Construction Equipment Operators: 5
  - Sheet Metal Workers: 5
  - Cement Masons and Concrete Finishers: 4

Figure 5: Ramsey County Construction Job Posting Trends, 2012 – 2016



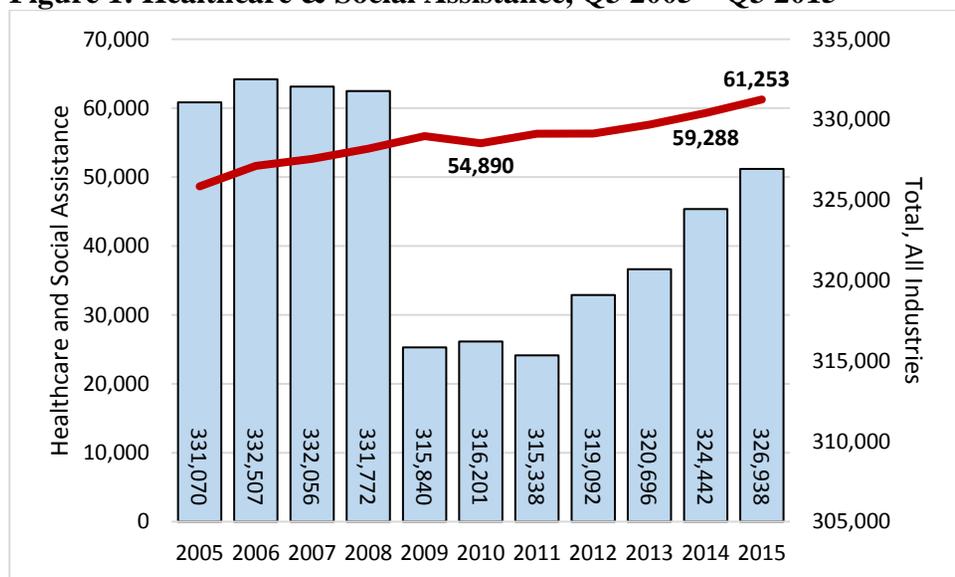
## Select Industry Statistics: Ramsey County

### Health Care and Social Assistance

Employment within Healthcare and Social Assistance has steadily risen over the past decade in Ramsey County. Even the Great Recession had very little impact upon healthcare employment. In fact, where the county’s total labor market shed nearly 16,000 jobs between the third quarters of 2008 and 2009, healthcare employment increased by over 1,800 jobs. Within the past five years, between the third quarters of 2010 and 2015, healthcare employment gained 6,363 jobs, growing by 11.6 percent. Comparatively, the total labor market gained 10,737 jobs, growing by 3.4 percent.

More recently, between the third quarters of 2014 and 2015, healthcare employment gained 1,965 jobs, growing by 3.3 percent. The total labor market gained 2,496 jobs during this period, growing by 0.8 percent (see Figure 1).

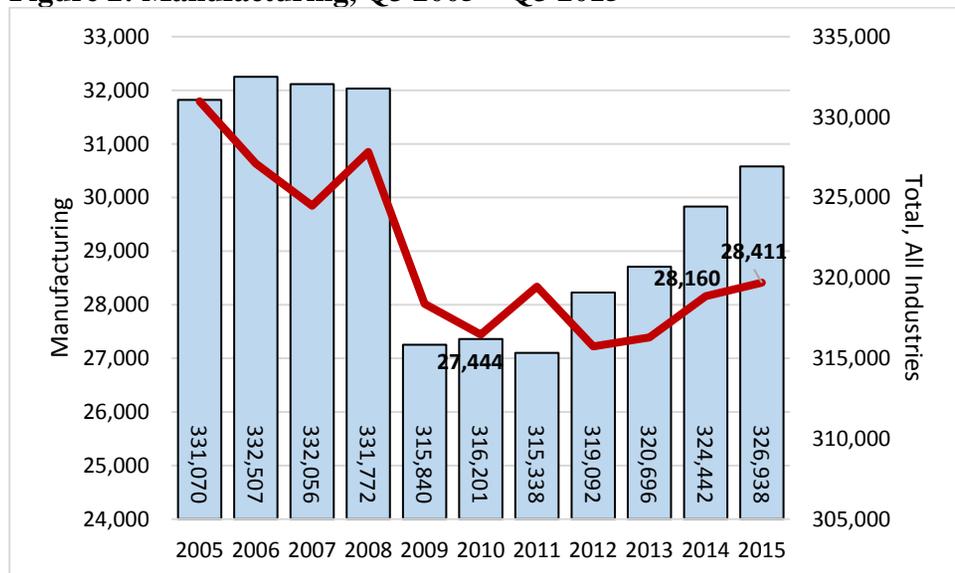
**Figure 1: Healthcare & Social Assistance, Q3 2005 – Q3 2015**



### Manufacturing

Manufacturing employment within Ramsey County has generally trended downward over the past decade, losing jobs before the Great Recession officially began. Between the third quarters of 2010 and 2015, however, manufacturing employment has remained relatively stable, growing by about one percent. More recently, between the third quarters of 2014 and 2015, manufacturing gained 967 jobs, growing by 3.5 percent (see Figure 2).

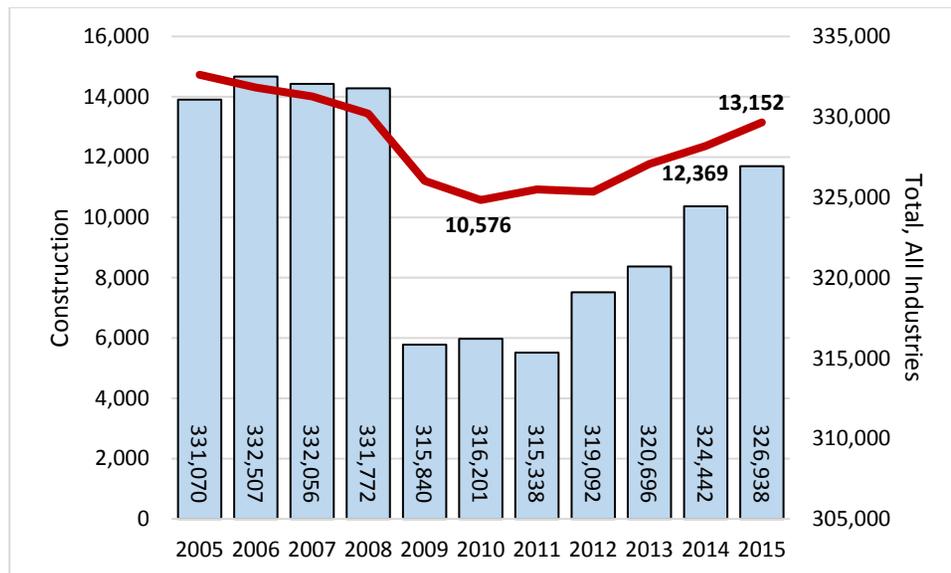
**Figure 2: Manufacturing, Q3 2005 – Q3 2015**



**Construction**

Construction employment was hit hard within Ramsey County during the Great Recession. Since the low of the recession, however, construction has been the fastest-growing industry sector in the county. Between the third quarters of 2010 and 2015, construction expanded by 2,576 jobs, or 24.4 percent. This growth was over seven times that of the total labor market during that period, which was at 3.4 percent. More recently, between the third quarters of 2014 and 2015, construction gained 783 jobs, growing by 6.3 percent. For reference, the total labor market grew by 0.8 percent during this period (see Figure 3).

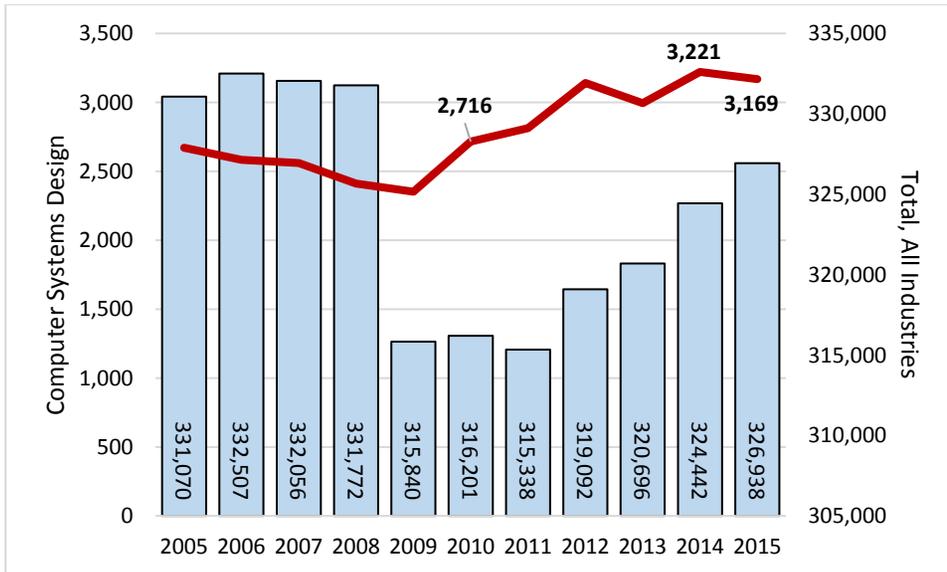
**Figure 3: Construction, Q3 2005 – Q3 2015**



**Computer Systems Design**

Computer Systems Design, a subsector of Professional, Scientific, and Technical Services, has the highest concentration of IT-related occupations. As such, it is an appropriate subsector to highlight when analyzing IT employment changes. While this subsector did lose jobs through the Great Recession, it has witnessed a surge in employment since 2009. Between the third quarters of 2009 and 2015, this subsector gained 817 jobs, growing by 30.1 percent. Comparatively, the total labor market added 11,098 jobs, growing by 3.5 percent. Between the third quarters of 2014 and 2015, Computer Systems Design declined by 1.6 percent, which may signal a stabilization of the industry (see Figure 4).

**Figure 4: Computer Systems Design, Q3 2005 – Q3 2015**

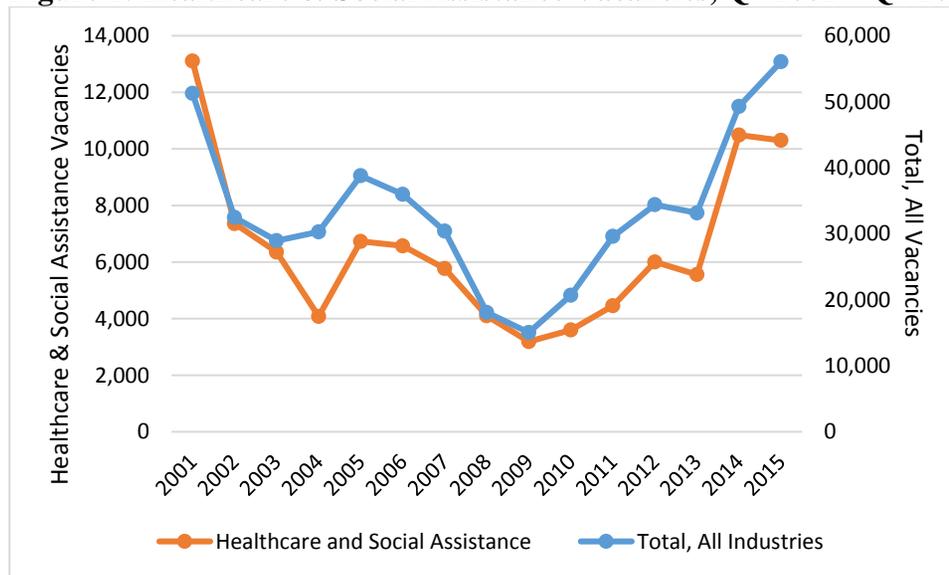


## Seven-County Twin Cities Hiring Demand

### Healthcare and Social Assistance

As of Q4, 2015, there were 10,300 Healthcare and Social Assistance vacancies within the Twin Cities Metro Area. As such, healthcare vacancies accounted for approximately 18.4 percent of total vacancies in the region. Over the year, between the fourth quarters of 2014 and 2015, healthcare vacancies decreased by a slight 1.8 percent, where total vacancies increased by 13.8 percent. Within the last two years, however, healthcare vacancies have skyrocketed by 85.4 percent. Comparatively, total vacancies during that time increased by 69.1 percent (see Figure 1).

**Figure 1: Healthcare & Social Assistance Vacancies, Q4 2001 – Q4 2015**



The following healthcare and social assistance occupations show the highest number of vacancies in the Twin Cities Metro Area:

1. Registered Nurses: 1,434 vacancies (\$29.94 median hourly wage)
2. Nursing Assistants: 840 vacancies (\$13.21 median hourly wage)
3. Licensed Practical and Licensed Vocational Nurses: 717 vacancies (\$20.42 median hourly wage)
4. Medical Assistants: 394 vacancies (\$16.02 median hourly wage)
5. Home Health Aides: 336 vacancies (\$12.85 median hourly wage)
6. Nurse Practitioners: 218 vacancies (\$47.37 median hourly wage)
7. Physician Assistants: 167 vacancies (\$43.93 median hourly wage)
8. Physicians and Surgeons, All Other: 141 vacancies (\$47.63 median hourly wage)

9. Physical Therapist Aides: 111 vacancies (16.71 median hourly wage)
10. Family and General Practitioners: 109 vacancies (\$48.27 median hourly wage)

### **Healthcare Support and Healthcare Practitioner State Projections, 2014-2024**

Healthcare Practitioners and Technical Occupations, which account for an estimated 163,612 state jobs, are anticipated to grow by 12.3 percent between 2014 and 2024 in Minnesota. That is equivalent to 20,142 net new jobs. An additional 36,230 replacement jobs will be needed due to workers leaving an occupation. Most net new hires (2014-2024) are anticipated in the following occupations:

1. Registered Nurses: 6,723 net new jobs (11.8% growth)
2. Licensed Practical and Licensed Vocational Nurses: 2,057 net new jobs (11.3% growth)
3. Physical Therapists: 877 net new jobs (23.1% growth)
4. Emergency Medical Technicians and Paramedics: 772 net new jobs (17.3% growth)
5. Nurse Practitioners: 754 net new jobs (25.8% growth)
6. Physicians and Surgeons, All Other: 559 net new jobs (14.0% growth)
7. Dental Hygienists: 551 net new jobs (11.9% growth)
8. Physicians Assistants: 471 net new jobs (24.6% growth)
9. Medical and Clinical Laboratory Technicians: 462 net new jobs (14.9% growth)
10. Medical and Clinical Laboratory Technologists: 448 net new jobs (12.9% growth)

Healthcare Support Occupations, which account for an estimated 91,474 state jobs, are anticipated to grow by 17.6 percent between 2014 and 2024 in Minnesota. That is equivalent to 16,114 net new jobs. An additional 20,060 replacement jobs will be needed due to workers leaving an occupation. Most net new hires (2014-2024) are anticipated in the following occupations:

1. Home Health Aides: 9,254 net new jobs (30.1% growth)
2. Nursing Assistants: 2,451 net new jobs (8.2% growth)
3. Medical Assistants: 1,540 net new jobs (17.9% growth)
4. Massage Therapists: 815 net new jobs (24.0% growth)
5. Dental Assistants: 643 net new jobs (11.7% growth)
6. Healthcare Support Workers, All Other: 468 net new jobs (14.4% growth)
7. Phlebotomists: 367 net new jobs (20.0% growth)
8. Physical Therapist Assistants: 291 net new jobs (23.6% growth)
9. Occupational Therapy Assistants: 146 net new jobs (28.6% growth)
10. Medical Equipment Preparers: 136 net new jobs (10.9% growth)

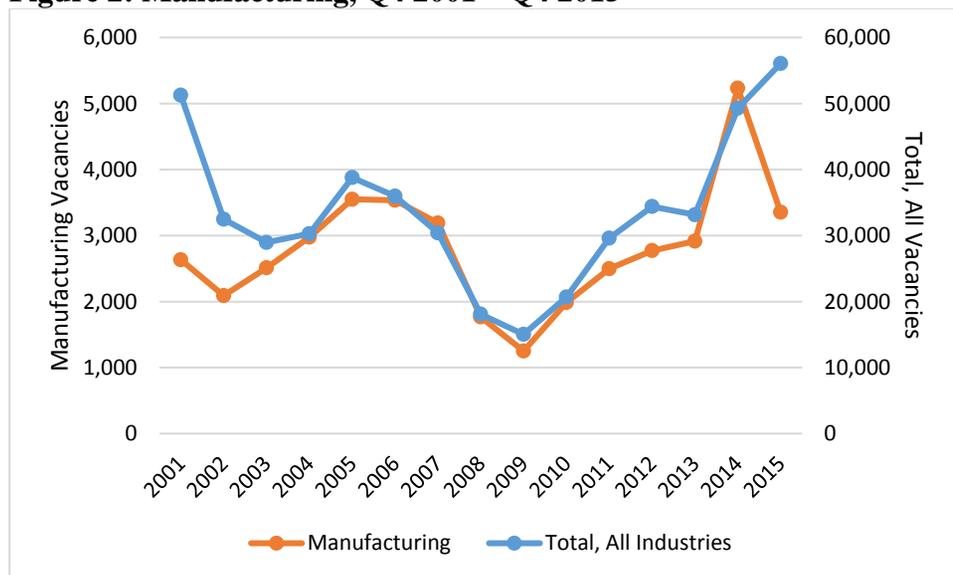
Only Pharmacy Aides (-5.4% decline) and Medical Transcriptionists (-2.5% decline) are anticipated to witness net job loss within the Healthcare Practitioner and Healthcare Support occupational groups between 2014 and 2024.

### **Manufacturing**

As of Q4, 2015, there were 3,353 Manufacturing vacancies within the Twin Cities Metro Area. As such, manufacturing vacancies accounted for approximately 6.0 percent of total vacancies in the region. Over the year, between the fourth quarters of 2014 and 2015, manufacturing

vacancies decreased by 35.9 percent. This is due to the large spike in the number of manufacturing vacancies during the fourth quarter of 2014. Analyzing longer-term trends, manufacturing vacancies within the region have risen by an average of 6.7 percent per year since 2009. This is significantly slower growth than the rise in total vacancies, which have averaged 45.5 percent per year since 2009 (see Figure 2).

**Figure 2: Manufacturing, Q4 2001 – Q4 2015**



The following manufacturing occupations show the highest number of vacancies in the Twin Cities Metro Area:

1. Helpers—Production Workers: 406 vacancies (\$9.57 median hourly wage)
2. Bakers: 198 vacancies (\$11.02 median hourly wage)
3. Cutting, Punching, and Press Machine Setters and Operators: 178 vacancies (\$12.40 median hourly wage)
4. Team Assemblers: 141 vacancies (\$15.68 median hourly wage)
5. Supervisors of Production and Operating Workers: 98 vacancies (\$24.55 median hourly wage)
6. Print Binding and Finishing Workers: 94 vacancies (\$10.58 median hourly wage)
7. Machinists: 91 vacancies (\$18.43 median hourly wage)
8. Electrical and Electronic Equipment Assemblers: 83 vacancies (\$10.91 median hourly wage)
9. Molding, Core-making, and Casting Machine Setters and Operators: 83 vacancies (\$10.48 median hourly wage)
10. Medical Appliance Technicians: 80 vacancies (\$17.10 median hourly wage)

### Manufacturing State Projections, 2014-2024

Production Occupations, which account for an estimated 223,616 state jobs, are anticipated to decline by 2.0 percent between 2014 and 2024 in Minnesota. That is equivalent to 4,587 net jobs. However, an additional 49,720 replacement jobs will be needed due to workers leaving an

occupation. Most net new hires (2014-2024) are anticipated in the following occupations:

1. Machinists: 1,112 net new jobs (10.0% growth)
2. Computer-Controlled Machine Tool Operators: 925 net new jobs (20.0% growth)
3. Assemblers and Fabricators, All Other: 332 net new jobs (2.7% growth)
4. Production Workers, All Other: 223 net new jobs (3.1% growth)
5. Bakers: 197 net new jobs (5.9% growth)
6. Cabinetmakers and Bench Carpenters: 188 net new jobs (8.1% growth)
7. Computer Numerically Controlled Machine Tool Programmers: 187 net new jobs (18.5% growth)
8. Slaughterers and Meat Packers: 168 net new jobs (2.1% growth)
9. Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders: 107 net new jobs (6.7% growth)
10. Dental Laboratory Technicians: 92 net new hires (14.9% growth)

Combined with replacement hires, those production occupations with the most total hires (2014-2024) include:

1. Assemblers and Fabricators: 9,000 total hires (0.2% growth)
2. Team Assemblers: 4,550 total hires (0.3% growth)
3. Machinists: 4,320 total hires (10.0% growth)
4. Helpers—Production Workers: 3,780 total hires (-2.9% decline)
5. Packaging and Filling Machine Operators and Tenders: 3,580 total hires (-0.1% decline)
6. Assemblers and Fabricators, All Others: 2,930 total hires (2.7% growth)
7. Welders, Cutters, Solderers, and Brazers: 2,660 total hires (0.9% growth)
8. Computer-Controlled Machine Tool Operators: 2,320 total hires (20.0% growth)
9. Inspectors, Testers, Sorters, Samplers, and Weighers: 2,220 total hires (-0.8% decline)
10. Supervisors of Production and Operating Workers: 1,960 total hires (-1.8% decline)

Those occupations anticipated to lose significant jobs between 2014 and 2014 include:

- Cutting, Punching, and Press Machine Setters, Operators, and Tenders: -1,379 net jobs (-18.3%)
- Molding, Core-making, and Casting Machine Setters, Operators, and Tenders: -744 net jobs (-22.1%)
- Printing Press Operators: -683 net jobs (-12.0%)
- Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic: -409 net jobs (-20.3%)
- Prepress Technicians and Workers: -403 net jobs (25.4%)
- Extruding and Drawing Machine Setters, Operators, and Tenders: -381 net jobs (-22.3%)
- Helpers--Production Workers: -342 net jobs (-2.9%)
- Electrical and Electronic Equipment Assemblers: -339 net jobs (-4.9%)
- Photographic Process Workers and Processing Machine Operators: -283 net jobs (-33.8%)
- Paper Goods Machine Setters, Operators, and Tenders: -258 net jobs (-13.5%)

### Construction

As of Q4, 2015, there were 2,337 Construction vacancies within the Twin Cities Metro Area. As such, construction vacancies accounted for approximately 4.2 percent of total vacancies in the region. Over the year, between the fourth quarters of 2014 and 2015, construction vacancies increased by 33.8 percent, significantly faster than the 13.8 percent increase for the total of all vacancies. Between the fourth quarters of 2003 and 2006, construction vacancies plummeted, and remained low through the fourth quarter of 2012. Between the fourth quarters of 2012 and 2015, however, construction vacancies have increased by a remarkable annual average of 376.7 percent. During that same period, the total of all vacancies increased by an annual average of 21.0 percent (see Figure 3).

**Figure 3: Construction, Q4 2002 – Q4 2015**



The following construction occupations show the highest number of vacancies in the Twin Cities Metro Area:

1. Laborers of Freight, Stock, and Material Movers: 982 vacancies (\$13.10 median hourly wage)
2. Heavy and Tractor-Trailer Truck Drivers: 671 vacancies (\$17.35 median hourly wage)
3. Painters, Construction and Maintenance: 151 vacancies (\$11.91 median hourly wage)
4. Plumbers: 119 vacancies (\$31.04 median hourly wage)
5. Carpenters: 110 vacancies (\$18.55 median hourly wage)
6. Industrial Machinery Mechanics: 59 vacancies (\$23.06 median hourly wage)
7. Supervisors of Construction and Extraction Workers: 20 vacancies (\$22.49 median hourly wage)

8. Construction Laborers: 17 vacancies (\$14.79 median hourly wage)
9. Highway Maintenance Workers: 15 vacancies (\$15.86 median hourly wage)
10. Electricians: 10 vacancies (\$22.22 median hourly wage)

### **Construction State Projections, 2014-2024**

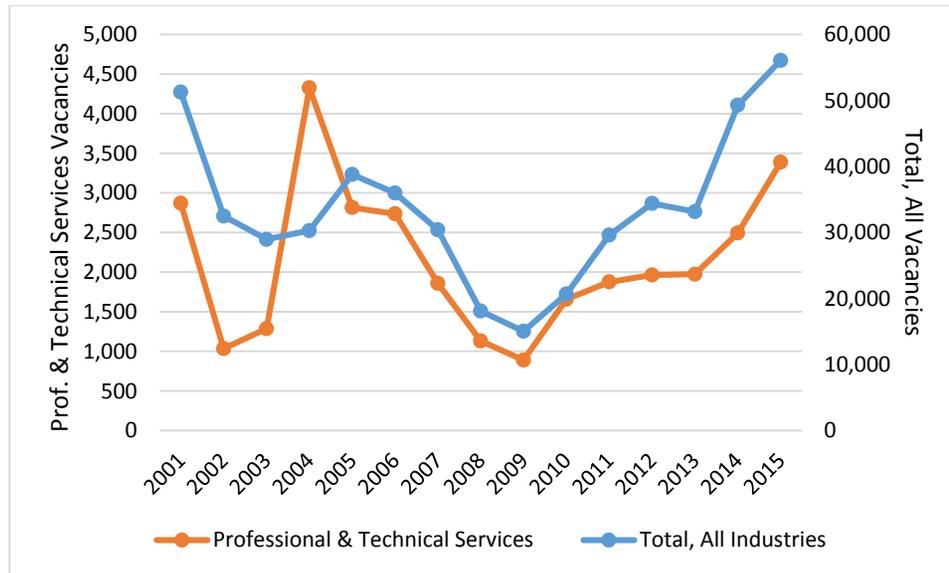
Construction and Extraction Occupations, which account for an estimated 111,861 state jobs, are anticipated to grow by 7.7 percent between 2014 and 2024 in Minnesota. That is equivalent to 8,722 net new jobs. An additional 17,390 replacement jobs will be needed due to workers leaving an occupation. Most net new hires (2014-2024) are anticipated in the following occupations:

11. Carpenters: 1,426 net new jobs (7.2% growth)
12. Construction Laborers: 1,313 net new jobs (9.4% growth)
13. Electricians: 1,176 net new jobs (10.6% growth)
14. Plumbers: 796 net new jobs (8.3% growth)
15. Operating Engineers and Other Construction Equipment Operators: 651 net new jobs (7.0% growth)
16. Painters, Construction and Maintenance: 537 net new jobs (8.1% growth)
17. Supervisors of Construction and Extraction Workers: 447 net new jobs (6.2% growth)
18. Cement Masons and Concrete Finishers: 397 net new jobs (9.6% growth)
19. Brick masons and Block masons: 231 net new jobs (15.6% growth)
20. Roofers: 193 net new jobs (8.9% growth)

### **Professional and Technical Services**

As of Q4, 2015, there were 3,387 Professional and Technical Services vacancies within the Twin Cities Metro Area. As such, professional and technical services vacancies accounted for approximately 6.0 percent of total vacancies in the region. Over the year, between the fourth quarters of 2014 and 2015, professional and technical services vacancies increased by 35.9 percent, significantly faster than the 13.8 percent increase for the total of all vacancies. Between the fourth quarters of 2009 and 2015, professional and technical services vacancies increased by an annual average of 46.8 percent, slightly faster than the 45.5 percent annual average increase for the total of all vacancies (see Figure 4).

### **Figure 4: Professional and Technical Services, Q4 2001 – Q4 2015**



The following computer, mathematical, architecture, and engineering occupations show the highest number of vacancies (occupations found within professional and technical services) in the Twin Cities Metro Area:

1. Industrial Engineers: 682 vacancies (\$31.95 median hourly wage)
2. Software Developers, Applications: 553 vacancies (\$30.57 median hourly wage)
3. Computer Systems Analysts: 381 vacancies (\$32.61 median hourly wage)
4. Computer Occupations, All Other: 366 vacancies \$27.75 median hourly wage)
5. Network and Computer Systems Administrators: 232 vacancies (\$29.72 median hourly wage)
6. Computer User Support Specialists: 193 vacancies (\$20.94 median hourly wage)
7. Software Developers, Systems Software: 163 vacancies (\$32.24 median hourly wage)
8. Electrical Engineers: 157 vacancies (\$32.30 median hourly wage)
9. Mechanical Engineers: 155 vacancies (\$27.07 median hourly wage)
10. Information Security Analysts: 135 vacancies (\$31.88 median hourly wage)
11. Web Developers: 83 vacancies (\$27.25 median hourly wage)
12. Database Administrators: 74 vacancies (\$29.29 median hourly wage)

### Computer and Mathematical State Projections, 2014-2024

Computer and Mathematical Occupations, which account for an estimated 93,503 state jobs, are anticipated to grow by 8.3 percent between 2014 and 2024 in Minnesota. That is equivalent to 7,812 net new jobs. An additional 13,680 replacement jobs will be needed due to workers leaving an occupation. Most net new hires (2014-2024) are anticipated in the following occupations:

1. Computer Systems Analysts: 2,469 net new jobs (18.0% growth)

**Attachment G**

2. Software Developers, Applications: 1,251 net new jobs (10.3% growth)
3. Computer User Support Specialists: 1,199 net new jobs (9.1% growth)
4. Web Developers: 672 net new jobs (18.5% growth)
5. Computer Occupations, All Other: 594 net new jobs (6.3% growth)
6. Operations Research Analysts: 535 net new jobs (27.7% growth)
7. Network and Computer Systems Administrators: 375 net new jobs (4.3% growth)
8. Software Developers, Systems Software: 358 net new jobs (3.9% growth)
9. Statisticians: 242 net new jobs (37.1% growth)
10. Computer Network Architects: 233 net new jobs (4.6% growth)

Those occupations anticipated to lose jobs between 2014 and 2024 include:

- Computer Programmers: -905 jobs (-12.4%)
- Mathematical Technicians: -36 jobs (-19.6%)
- Mathematical Science Occupations, All other: -1 job (-2.9%)